

# **Work Engagement and Turnover Intention among Teachers in Ernakulam**

Dissertation submitted in partial fulfillment of the requirements for the award of Bachelor of

Science in Psychology

By

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In partial fulfillment of requirement for award of the degree of

**B.Sc. PSYCHOLOGY**



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This is to certify that the dissertation entitled, “Work Engagement and Turnover Intention Among Teachers in Ernakulam”, is a bonafide record submitted by Ms. Alna Antony, Reg.no. SB21PSY005, in partial fulfillment of the requirements for the award of the Degree of Bachelor of Science in Psychology during the academic year 2021-2024

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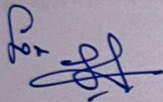
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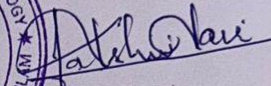
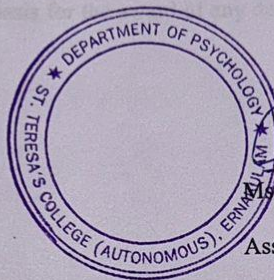


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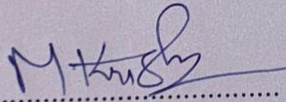


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## **Declaration**

I, Alna Antony, hereby declare that the work presented in the dissertation titled, “Work Engagement and Turnover Intention Among Teachers in Ernakulam”, which is submitted to the Department of Psychology, St. Teresa’s College, Ernakulam is a bonafide record of research work carried out by me, under the supervision and guidance of Ms. Lakshmi Nair, Assistant Professor of the Department of Psychology, St. Teresa’s College, Ernakulam, in partial fulfillment of the requirements for the degree of Bachelor of Science in Psychology and has not previously formed the basis for the award of any degree, diploma, fellowship, title or recognition before.

Place: Ernakulam

Alna Antony

Date:

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## **Abstract**

The current study investigated the relationship between work engagement and turnover intention among teachers in Ernakulam. The sample consisted of 150 teachers from Ernakulam collected using convenient sampling from various schools. Data was collected using the Utrecht Work Engagement Scale (UWES-17) (Schaufeli, Bakker, & Salanova, 2001) and the Turnover Intention Scale (TIS-15) (G. Roodt, 2004). Work engagement is most often defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). Turnover intention is the probability of an employee leaving the current institution within a certain period due to various factors ( (Wubetie, Taye, & Girma, 2020). Spearman’s rank correlation coefficient was used for data analysis. The results revealed that there was no significant correlation between work engagement and turnover intention. However, there is a negative correlation between work engagement and turnover intention.

**Keywords:** *Work Engagement, Turnover Intention*

# **CHAPTER I**

## **INTRODUCTION**



Education is a cornerstone of societal development, and the role of teachers is pivotal in shaping the future of individuals and communities. As per the UNESCO State of Education Report for India 2021 report (UNESCO Office in New Delhi, 2021), there are around 1.2 lakh single-teacher schools in India. It accounts for 7.15 percent of 11.51 lakh schools. Out of this, 89 percent are in rural areas. 51 percent of total schools are employing 95 lakh teachers. The report notes that India requires 11.16 lakh additional teachers to meet the current shortfall. It can be seen that there is a severe shortage of teachers in India. The economic, social as well as emotional growth of a nation depends on the soundness of the educational background of its people. This requires competent and dedicated teachers to be retained in institutions to impart knowledge to the next generation.

Teachers play a crucial role in shaping the future by imparting knowledge, fostering critical thinking, and nurturing the intellectual and emotional development of students. Beyond the transmission of academic content, teachers serve as mentors, motivators, and role models, influencing students' attitudes, values, and aspirations (Emoja, 2016). They create a supportive learning environment that encourages curiosity, creativity, and a love for lifelong learning. Teachers not only equip students with the skills needed for academic success but also contribute to their social and emotional well-being. Through their guidance and dedication, teachers help cultivate a generation of informed, responsible, and empowered individuals, making their role indispensable in the educational and societal fabric. In essence, teachers are the cornerstone of education, embodying the transformative power of knowledge and the potential for positive change. Their commitment and impact extend far beyond the academic realm, making them instrumental in shaping the future and fostering a society that values wisdom, empathy, and lifelong learning.

Work engagement refers to the positive, fulfilling, and meaningful state of mind that individuals experience in their work. Engaged teachers are enthusiastic, dedicated, and absorbed in their teaching tasks, fostering a positive learning environment. This positive mindset is characterized by high energy, focus, and a deep connection with their profession (Admasachew & Dawson). Several factors contribute to work engagement among teachers, including job autonomy, supportive leadership, recognition, and opportunities for professional development. When teachers are highly engaged, they are more likely to be effective in the classroom, have better student relationships, and contribute positively to the overall educational atmosphere.

In contrast, turnover intention is a measure of whether an employee plans to leave their position from one organization to another or if the organization plans to remove them (Lazzari, M., Alvarez, J. M., & Ruggieri, S, 2022). It is the biggest predictor of actual turnover rates (Myhew, Ruth, 2019). Teacher turnover is a significant concern in education, as it can disrupt the continuity of learning for students and create challenges for schools regarding recruitment and training. Factors contributing to turnover intention may include dissatisfaction with working conditions, limited career growth opportunities, inadequate administrative support, or burnout. Understanding the reasons behind teacher turnover is crucial for educational institutions to implement effective retention strategies and create an environment that encourages teachers to stay committed to their profession.

### **Operational Definition of Work Engagement**

‘Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work,

and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.' (Schaufeli, Bakker, & Salanova, 2001)

### ***Theories Associated with Work Engagement***

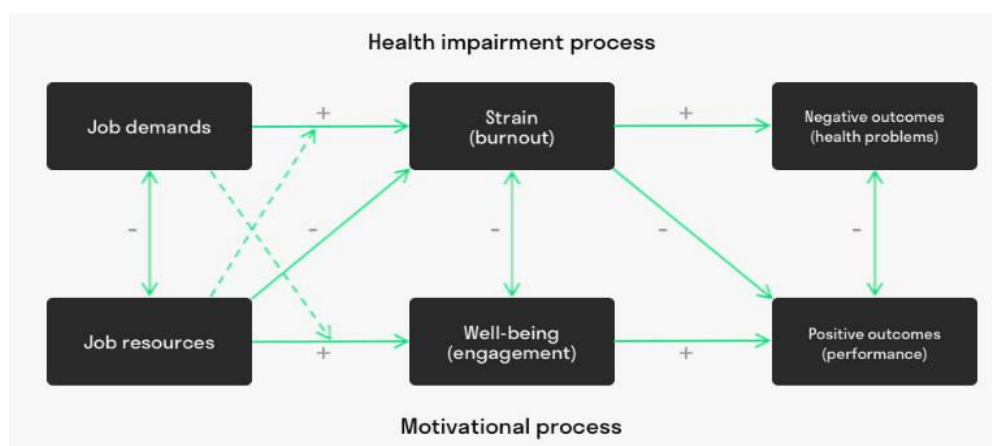
**Job Demand- Resource model (JD-R Model).** The Job Demand- Resource model (Baker & Demerouti, 2006) puts working conditions into two categories:

**Job demands.** These are the physical and emotional stressors in your job role. It includes workload, work environment, role ambiguity, and so on.00

**Job Resources.** These are the physical, social, or organizational factors that help you to achieve goals and reduce stress. They include autonomy, strong work relationships, opportunities for advancement, coaching and mentoring, and learning and development. The JD-R Model states that stress and burnout are common when job demands are high and job resources are low. Conversely, good job positives can offset the effects of extreme job demands and encourage motivation and engagement.

**Figure 1**

*Job characteristics model*



**Job Characteristics Model.** This theory focuses on five core job characteristics needed for employees to excel at their jobs. It also emphasizes that when faced with non-stimulating and monotonous jobs, the motivation of employees goes down (Lucas, S, 2021). But when faced with challenging and exciting work, their motivation went up high. The 5 core job characteristics are as follows (Indeed Editorial Team, 2023):

**Task Identity.** This refers to how employees complete their tasks from start to finish and see the outcomes. Here employees can see the value of that task and see how it contributes to the company. It can make work seem more meaningful (Indeed Editorial Team, 2023).

**Task Significance.** The task assigned to the employee should be meaningful, so they can find value in it (Indeed Editorial Team, 2023).

**Skill Variety.** A job should be designed in such a way that requires a lot of skills to complete it. This will allow the employees to use an array of skills and develop a range of abilities (Indeed Editorial Team, 2023).

**Autonomy.** Employees should be given the freedom to work independently. This can make them feel more responsible and capable (Indeed Editorial Team, 2023).

**Feedback.** Proper feedback should be given to employees, so they can do their jobs better and feel motivated to continue to do their jobs (Indeed Editorial Team, 2023).

### ***Factors Affecting Work Engagement***

**Attitude.** Employees with positive attitudes towards their jobs are seen to have high work engagement as compared to employees with negative attitudes towards their jobs (Lazor, D, 2014).

**Management.** Leadership sets the tone for company culture. Good and efficient management that can perform under stressful situations and calm their employees as well (Lazor, D, 2014).



This can provide a good work environment which can improve work engagement. However poor management can create a stressful work environment and lower work engagement.

### ***Types of Work Engagement***

There are mainly 3 types of work engagement (Curtis, M):

**Cognitive.** The belief that employees have about their company and company values.

**Emotional.** An employee's feelings and emotions about his colleagues, supervisors, etc.

**Behavioral.** Expressions and actions that employees exhibit at work and work commitment.

**Health.** An employee must be in good health to perform the best. Poor health can drain employee productivity and break stride (Lazor, D, 2014).

**Technology.** Providing employees with the right technology can affect productivity. The use of outdated technology can reduce outcomes and productivity. This can lead to low work engagement by employees (Lazor, D, 2014).

**Culture.** Organizational culture along with the culture of the place where the organization is situated should be taken into account to ensure a good work environment (Lazor, D, 2014).

### **Operational Definition of Turnover Intention**

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 is measured using the Turnover Intention Scale-6 (TIS-6) created by Prof Dr Gert Roodt (2004). There are 15 items with a Likert scale ranging from 1 to 5. To score TIS-6 merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organization. The minimum

a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored) for the TIS-6. Please note that there are items that need to be reverse-scored for the TIS-15.

### ***Theories associated with turnover intention***

**Job Embeddedness Theory.** This theory states that an employee who is more embedded within the organization are less likely to leave. This theory focuses on the connections and attachments that the employee has within the organization. The more they are satisfied the more they are embedded into the organization. The less they are satisfied at their current place, the less embedded they are and more likely to leave the organization in search of another that fulfills their needs. There are three aspects of job embeddedness (Mind Tools Content Team, 2024):

***Links.*** This refers to the connections employees have with other members or activities.

***Fit.*** This refers to how well the employee fits in with their job and environment.

***Sacrifice.*** This refers to how much an employee would have to sacrifice in case they left the organization. The more they have to sacrifice, the less likely they will leave, and vice versa.

**Equity Theory.** This theory was proposed by John Stacey Adams in 1963. It states that employees compare their inputs and outputs with their peers (Davlembayeva, D., & Alamanos, E. 2023). When compared they feel as though their efforts are not fairly rewarded, and they may experience turnover intention. There are 5 main principles the theory states:

People expect their contributions will be rewarded.

The evaluation of equity results from the assessment of personal inputs/outputs against inputs/outputs of other people in the social exchange relations.

Inequity perception occurs when there is an unequal distribution of rewards against contribution.

Psychological discomfort due to inconsistency between personal and referent outcomes can result in inequity.

To eliminate emotional tensions associated with inequity perception, the person aims to restore inequity either psychologically or physically when they perceive inequity.

### Figure 1

#### *Equity Theory Equation*

$$\frac{\text{Own input}}{\text{Own output}} = \frac{\text{Other's input}}{\text{Other's output}}$$

### ***Types of Turnover Intentions***

There are mainly two types of Turnover intentions (Mayhew, R, 2024):

**Voluntary.** In this type of turnover intention, the employee decides to leave on their own. This occurs if the employee is unsatisfied with their current employment and perceives another opportunity as better.

**Involuntary.** In this type of turnover intention, the organization makes plans to remove an employee from a position. This occurs when the employee is underperforming, and the organization isn't happy with the employee and chooses to fire him. It can also be due to cost cuts and various other reasons.

### ***Factors that Affect Turnover Intentions***

**Job Satisfaction.** If employees are satisfied at their place of employment it can increase their productivity, effectiveness, and performance which in turn lowers turnover intention (Recognize, 2022).

**Colleague Relations.** If an employee has good relationships with his peers, he is less likely to consider quitting their job. On the other hand, lack of good colleague relations can create distressful, unhealthy competition at workplaces which may make an employee feel unwelcome and uncomfortable which may eventually lead him to leave his job (Recognize, 2022).

**Communication.** Having healthy communication at a professional level can result in effectively solving problems and influencing decision-making process. This can make an employee feel respected and acknowledged. On the other hand, lack of communication makes the employees feel underappreciated and unnoticed (Recognize, 2022).

**Organizational commitment.** This refers to an employee's attachment to the organization. Higher the organizational commitment, the lower the turnover intention and vice versa (Recognize, 2022).

**Organizational Justice.** This refers to how fair an organization is to its employees. There should be no favoritism or biases when decisions are made by the management (Recognize, 2022).

### **Statement of the problem**

Research is conducted to find out if a statistically significant relationship exists between work engagement and turnover intention as well as whether work engagement negatively predicts turnover intention.

### **Rational of the study**

Children are the future of our generation. Hence, we must provide them with adequate tools to help them live successfully. One of the main people who can guide our children is teachers. we must ensure that good teachers continue working in their respective fields. Despite it being a very important job, very little research is conducted on school teachers, especially in Kerala. This research can also help identify causes of turnover and reduce it and

help retain good teachers as well. This can in turn lead to the success of educational institutions.

**CHAPTER II**  
**REVIEW OF LITERATURE**

## Review of Literature

The support/staff working for a state department of corrections in the South-eastern USA were given questionnaires by Bergiel and the team. They aimed to find if job embeddedness is a mediating factor of the relationship between human resource practices and employees' intention to quit. (Bergiel, Nguyen, Clenney, & Taylor, 2009). 645 participants were screened of which 495 chose to participate. They were given questionnaires asking their attitudes about their job, their place of employment, and the agency as a whole. The study employs the four-step mediation analysis method outlined by Kenny et al. (1998) and Baron and Kenny (1986). After analysis, it was found that job-embeddedness fully mediated compensation and growth opportunity, partially mediated supervisor support, and did not mediate training about employees' intention to quit.

A study was conducted in a hotel in Taiwan to explore the factors affecting the turnover intentions of the hotel employees. (Lee, Huang, & Zhao, November 2010). The study aimed to find if co-worker relationships have a significant positive effect on job satisfaction, if the environment has a significant positive effect on job satisfaction if salary has a significant positive effect on organizational commitment, and a negative effect on turnover intention. A total of 400 samples were selected and given questionnaires of which 350 gave the questionnaire back. When analyzed it was seen that more harmonious co-worker relationships between hotel employees and a higher level of satisfaction regarding their work environment have a significantly positive effect on job satisfaction; a higher level of organizational commitment among hotel employees has a significantly negative effect on turnover intention; and the direct effect of employee job satisfaction and salary level on turnover intention has not reached a significant level. Nevertheless, the two factors have indirect negative effects on turnover intention.

A cross-sectional study was conducted by Berit Bakken and Steffen Torp to analyze work factors work engagement and the health of industrial workers (Bakken & Trop, 2012). The research aimed to determine if the relationship between job resources and the dependent variables of engagement and health is stronger than the relationship between job demands and the dependent variables of engagement health, if other job resources appear to be at least equally strongly associated with engagement and health as social support and control and if work engagement has a mediating effect on the relationship between job resources and health. Employees of a Norwegian industrial company that builds supply chains were selected. A modified version of Survey for Workplace Health Promotion instrument (SHEFA) was used to collect data on background information, job demands, job resources, work engagement and health. Questionnaires were sent electronically to those who had email and distributed in hard copy to the rest of the responders. Of the 230 questionnaires 193 responses were collected of which 72 responses were excluded to create a homogeneous group of workers. The study conducted bivariate correlation, multivariate linear regression, and mediation analyses to examine the relationship between job resources, job demands, work engagement, and health outcomes. The findings indicate that job resources have a more substantial influence on work engagement compared to job demands. Specifically, factors such as fairness in the workplace and the ability to utilize one's strengths and potentials were strongly and significantly associated with higher levels of work engagement. Among the job demands examined, general demands, control over tasks, and support from colleagues showed the strongest correlations with the participant's health status. Furthermore, the study revealed a significant correlation between work engagement and health outcomes. Notably, work engagement was found to mediate the relationship between certain job resources and health outcomes. These findings suggest that enhancing employees' work engagement can



contribute to creating a more sustainable workplace environment, benefiting both individual health and organizational performance.

In 2013 data from frontline employees across high and low customer contact service contexts (Barnes & Collier, 2013). The hypothesized relationships were tested using structural equation modelling and it was seen that there is evidence that service climate, job satisfaction, and affective commitment influence work engagement which thus affects career commitment and adaptability.

The faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak conducted a cross-sectional study on the influence of job satisfaction and organizational commitment on turnover intention (Tnay, Abg Othman, Siong, & Omar lim, 2013). 3 main objectives were selected to understand the relationship between satisfaction with pay and employees' turnover intention, to understand the relationship between supervisory support and employees' turnover intention, and to understand the relationship between organizational commitment and employees' turnover intention. A survey questionnaire was designed according to the objectives of the study. 100 questionnaires were distributed among the management and non-management employees of which 85 were collected back. Statistical Package for Social Science (SPSS) version 16.0 was used to analyze the data. It was seen that there was a significant relationship between satisfaction with pay and employee turnover intention, There is a significant relationship between supervisory support and employees' turnover intention, but there is no significant relationship between organizational commitment and employees' turnover intention.

A study conducted by Ndayiziveyi Taka Wira, Melinde Coetee, and Dries Schreuder in 2014 conducted an exploratory study about job embeddedness, work engagement, and turnover intention of staff in higher education institutions. The findings saw that job

embeddedness and work engagement in a higher education context did influence employee turnover intention through correlational analyses. A sample of a non-probability purposive sample of 153 individuals was chosen from South Africa. The Job Embeddedness Scale (JES) was used to measure job embeddedness, the Utrecht Work Engagement Scale (UWES) was used to measure work engagement, and the intention of an employee to leave the organization was measured using the turnover scale

The causal model of turnover (Mobley, 1977) has provided the theoretical framework for many studies on turnover and asserts that dissatisfaction at work may lead to thoughts and intentions of quitting, which is the direct precursor of actual voluntary turnover (Jeswani & Dave, 2012; Purk & Lindsay, 2006). This study sought to understand how the work environment and burnout influence the extent to which an employee plans to separate from their place of employment. For this reason, the turnover intention measure was used. Turnover intention is described as an individual's behavioral intention or final step in the decision-making process before leaving the workplace (Bester et al., 2015). Several researchers found turnover intention to be an effective proxy for actual turnover (Cohen et al., 2016; Griffeth et al., 2000; Lambert et al., 2001; Purk & Lindsay, 2006; Steel & Ovalle, 1984).

Commitment and turnover intentions among teachers of Hong Kong teachers were examined by Dennis M. McInerney and the team (McInerney, Ganotice Jr, King, Morin, & Morin, 2015). The study had 11 hypothesis. of organizational commitment (affective, normative, and continuance) and turnover intentions among teachers in Hong Kong, as well as to compare these variables across different school types and language mediums of instruction. The first set of hypotheses suggests that higher levels of affective, normative, and continuance commitment will be associated with weaker intentions to leave the organization and the teaching profession. Additionally, the study hypothesizes that normative and

continuance commitment will be more important predictors of turnover intentions for Hong Kong teachers compared to affective commitment, based on cultural and social reasons. The second set of hypotheses predicts differences in commitment and turnover intentions between teachers from religious and non-religious schools, as well as between English medium of instruction (EMI) and Chinese medium of instruction (CMI) schools. Specifically, it is hypothesized that teachers from religious schools will demonstrate higher levels of affective and normative commitment, while teachers from non-religious schools will show higher levels of continuance commitment. Similarly, teachers from EMI schools are expected to exhibit higher levels of affective and normative commitment, while teachers from CMI schools will have higher levels of continuance commitment. Furthermore, teachers from higher-ranked schools (band 1) are predicted to endorse affective and normative commitment more strongly compared to teachers from lower-ranked schools (band 2). Overall, the study aims to shed light on the factors influencing teacher commitment and turnover intentions in Hong Kong, considering cultural, organizational, and contextual factors.

Ramajanaki Doraiswamy Iyer conducted a study among teachers in India to recognize the differences between male and female teachers in terms of work engagement in private and municipal schools in Mumbai (Iyer, 2016). A cross-sectional study was conducted with the target population being primary school teachers from municipal and private schools in Mumbai, India. Random sampling was utilized and a questionnaire survey was conducted on the selected population. 350 questionnaires were distributed of which 326 were returned. It was seen that there was a significant difference between work engagement levels of male and female teachers though the effect size was small.

Another study conducted by Rasheed Olawale Azeez and team dived into understanding the nature of relationships among employees' job satisfaction, turnover intention and organizational commitment and the influence of employees' job satisfaction and

turnover intention on organizational commitment (Azeez, Jayeoba, & Adeoye, 2016).

Random sampling was employed and a total of 320 employees of the Lagos State University were selected of which 220 were male and 100 were female. The study aimed to verify the relationship between employees' job satisfaction and organizational commitment, between turnover intention and organizational commitment, between employees' job satisfaction and turnover intention, and to check if there is a significant effect of employees' job satisfaction and turnover intention on organizational commitment. Questionnaires of the Job Satisfaction Scale (JSS), Turnover Intention Scale (TIS), and Organizational Commitment Scale (OCS). Data analysis was done using Pearson's Product Moment correlation coefficient and multiple regression analysis was used to analyze collected data. The four hypotheses were tested and it was seen that there is a significantly positive relationship between employees' job satisfaction and turnover intention, no statistically significant relationship between employee satisfaction and turnover intention, No statistically significant relationship was found between employees' job satisfaction and the three dimensions of organizational commitment, there is a significant relationship between turnover intention and organizational commitment and finally evidence that there is significant influence of employees' satisfaction and turnover intention on organizational commitment.

A study on Burnout and Work Engagement among college and university teachers of Jammu and Kashmir among higher education institutions was conducted by Manzoor Ahmad Khanday, research scholar at Mewar University. The study (Khanday & Siddiqi, 2017) aimed to examine the magnitude of faculty burnout and engagement in college and universities Kashmir provides, to compare college and university teachers, to understand the reasons for faculty burnout, and to compare these reasons. Random sampling was done and a sample of 300 college and university staff. The survey method was used to collect data from Srinagar, Anantnag, Pulwama, Ganderbal, and Bandipora. 150 employees from 5 universities across 5

districts and 150 employees from 5 colleges across 5 districts were taken. The MBI-GS scale (Schaufeli, Leiter, Maslach, & Jackson, 1996) and the UWES-17 (Schaufeli, Bakker, & Salanova, 2001) were used to measure burnout and work engagement. After analysis, it was found that the results were unable to provide if work engagement and burnout were bipolar constructs. While the identification dimensions of burnout (cynicism) and work engagement (dedication) seem to be each other opposite, the energy dimensions (exhaustion vs vigor) seem to represent two separate but highly related constructs.

A quantitative study was conducted among public and private doctors in Bangladesh, utilizing a self-administered questionnaire primarily consisting of structured items (Roy, Weijden, & Vries, 2017). The study included a sample size of 384 doctors from 29 districts out of a total of 64, surveyed during October and November 2015. All variables, including work characteristics and outcomes, were assessed using a 5-point Likert scale based on existing literature. Statistical analyses, including multivariate analysis of variance, bivariate correlation, and multiple regression, were performed using SPSS version 21. A total of 354 doctors responded to the survey. The study found no significant differences in combined work characteristics and outcome variables between public primary and secondary-level doctors, although there were significant differences between public and private doctors. Organizational support emerged as the most influential factor negatively impacting job satisfaction, turnover intention, and burnout among both public and private doctors, with private doctors reporting higher levels of support. The study also highlighted concerning effects of health-professional politics on public doctors.

In Chongqing, China, a cross-sectional study on the factors influencing turnover intention among primary care doctors (Wen, Zhang, & Wang, 2018). They hypothesized that turnover intention was associated with job satisfaction and affected by some aspects of job satisfaction and socio-demographic characteristics played a role in turnover intention.

Interviews were conducted with 440 doctors, selected through a multi-stage stratified random sampling technique. A self-administered questionnaire was utilized as the survey instrument, covering socio-demographic details, work-related attributes, job satisfaction, and turnover intention. Data analysis involved employing the  $\chi^2$  test, one-way analysis of variance, exploratory factor analysis, and linear regression analysis methods. It was found that 43% of the doctors intended to resign and factors such as location, age, job title, position, level, work pressure, and job satisfaction were associated with turnover intention.

During the COVID-19 pandemic, our health workers went through immense pressure and stress. Hence Juan Gomez-Salgado Rn and team conducted a cross-sectional study of 1459 healthcare professionals to measure psychological distress and work engagement. They also aimed to find the relationship between psychological distress and the professional category they are in (Gomez-Salgado, Romero-Martin, Coronado-Vazquez, & Ruiz-Frutos, 2021). The sample was selected via convenient sampling. The sample consisted of doctors, nurses, and allied health professionals who were actively working during the COVID-19 pandemic. Socio-demographic was collected with a self-developed questionnaire, Psychological distress was assessed through the General Health Questionnaire (Goldberg et al., 1997) and the Utrecht Work Engagement Scale was used in its short version (Schaufeli et al., 2006). After analysis, it was seen that Psychological distress was reported by 80.6% of healthcare professionals. Work engagement was high with a total mean score of 5.04 (SD = 1.14). The results showed that distressed professionals showed significantly lower levels of work engagement.

This study aims to identify the factors influencing turnover intentions among social workers, recognizing the detrimental impact of high turnover rates on social welfare organizations in Korea (Prak & Min Jung, 2023). Analyzing data from 100 social workers in social service companies, the study focused on 82 subjects after excluding 18 non-

respondents. Through statistical analysis, the study primarily investigated the effects of job stress on turnover intentions and job exhaustion. Specifically, job stress was categorized into role, organizational, and relationship-related factors. The results revealed that role-related job stress significantly influenced social workers' turnover intentions, while relationship-related factors affected job exhaustion. Consequently, to alleviate social worker exhaustion, efforts should be directed toward reducing stress related to interpersonal relationships

## **CHAPTER III**

### **METHODS**



## **Aim**

The objective of the present study is to explore the relationship between work engagement and the turnover intention of staff in a higher education institution in Kerala.

## **Objectives**

The study is conducted to find out if there exists a statistically significant relationship between work engagement and turnover intention as well as whether work engagement affects turnover intention.

## **Hypothesis**

The study proceeded to check if:

**H1:** A statistically significant relationship exists between the variables work engagement and turnover intention

**H2:** Work engagement negatively predicts turnover intention

## **Research design**

### ***Operational definition of the variables***

Work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2001). It is assumed to be the opposite of burnout. There are three key aspects to consider when understanding the work engagement construct. Firstly, according to Schaufeli and colleagues, it is a well-defined and properly operationalized psychological state that is suitable for empirical research and practical implementation. Secondly, work engagement is not transient or inflexible, as highlighted by Sweetman and Luthans. Finally, it's crucial to differentiate between work engagement and employee engagement. While work engagement focuses on the individual's connection with their work specifically, employee engagement encompasses a

broader range of relationships, including those with the job, company, and occupational role. This distinction is significant both in practical applications and in distinguishing work engagement from related concepts. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.'

The variable of turnover intention refers to an employee's inclination or intention to leave their current organization within a specified period, typically in the foreseeable future (Cohen, G, Blake, R. S, & Goodman, D). It is often assessed through self-reported measures, such as surveys or questionnaires, where employees indicate their level of agreement or disagreement with statements related to their intention to leave the organization. Turnover intention is a critical variable in organizational research and human resource management because it provides valuable insights into employee attitudes and behaviors that may impact retention rates. High levels of turnover intention can signal dissatisfaction, low morale, or other issues within the organization, which can have significant implications for productivity, performance, and overall organizational effectiveness. Researchers often investigate the antecedents and consequences of turnover intention to better understand the factors that influence employees' decisions to leave or stay with their current employer. Common antecedents may include job satisfaction, organizational commitment, perceived job alternatives, and various job-related stressors. Meanwhile, consequences of turnover intention may include actual turnover behavior, absenteeism, decreased job performance, and negative impacts on team dynamics and organizational culture (Curtis, M. 2011). Organizations can use insights from research on turnover intention to develop strategies and interventions aimed at reducing turnover rates and enhancing employee retention. By addressing underlying factors contributing to turnover intention, such as improving working conditions, providing

opportunities for career development, and fostering a positive organizational culture, employers can mitigate turnover risk and promote employee engagement and loyalty.

### ***Sample design***

A Sample of 152 teachers were taken from a variety of schools using convenience sampling. Teachers who taught from Kindergarten to 12<sup>th</sup> grade from all 3 syllabuses were taken. It was seen that 89.1% of the teachers were female, 17.7% were male and 3.2% of teachers preferred not to reveal their gender.

### ***Inclusion Criteria***

- Teachers from all three syllabuses were selected.
- Both male and female teachers were included.

### ***Exclusion Criteria***

- Teachers from Special schools were excluded.

### ***Tools used***

The Utrecht Work Engagement Scale (UWES) is a tool developed by Schaufeli and Bakker (2003) to assess three key components of work engagement. It is a self-report questionnaire consisting of three scales: vigor, dedication, and absorption. Vigor reflects high levels of energy and enthusiasm in work tasks, dedication measures the sense of significance and purpose associated with work, and absorption assesses the extent to which individuals are fully engrossed and immersed in their work activities. Responses are recorded on a seven-point Likert scale, ranging from 0 (never) to 6 (always), indicating the intensity of agreement with each statement. Previous research by Barkhuizen and Rothmann (2006) and Schaufeli and Bakker (2004) reported satisfactory internal consistency reliability coefficients (Cronbach's alpha) for the three subscales, ranging from 0.68 to 0.91.

The Turnover Intention Scale or the TIS (Mitchell et al., 2001b), was used to measure employee intentions of leaving an organization. The TIS is a self-report instrument that includes only three items. The response scale was scored on a five-point Likert scale varying between poles of intensity, from 1 ‘strongly disagree’ to 6 ‘strongly agree’. The internal consistency reliability coefficient was reported as between 0.88 and 0.91 (Al-Sharafi & Rajiani, 2013; Halbesleben & Wheeler, 2008; Mitchell et al., 2001b).

Permission to use UWES was taken from Dr Wilmar Schaufeli and permission to use TIS scale was taken from Dr G. Roodt.

### ***Statistical analysis***

The statistical analysis was conducted using SPSS software, version 29.0.2.0 (SPSS 2024). Descriptive and correlational analysis was done on the collected data. Pearson’s product-moment correlations were performed to test the research hypotheses H1 and H2. Data of each primary content of engagement was analyzed using two-tailed Pearson’s correlations as well as analyzing the final mean of UWES and TIS.

### **Normality testing**

#### ***Tests of Normality***

**Table 1**

#### ***Test of Normality***

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
<b>UWESMean</b>	0.069	152	0.073
<b>TISMean</b>	0.189	152	0.000

The Kolmogorov-Smirnov Test was done to assess normality. It was seen that the Kolmogorov-Smirnov Test did deviate significantly from normality for both the UWES mean ( $p \leq 0.000$ ) and TIS mean ( $p \leq 0.000$ ). This indicates that the data is non-parametric.

## **CHAPTER IV**

### **RESULTS AND DISCUSSION**







## Results and Discussion

### Descriptive statistics

**Table 2**

*Descriptive analysis of Utrecht Work Engagement measures vigor, dedication and absorption, and Turnover Intention Scale.*

Descriptive Statistics			
	N	Mean	Std. Deviation
<b>Vigour</b>	152	4.7445	0.83166
<b>Dedication</b>	152	5.3487	0.62040
<b>Absorption</b>	152	4.7697	0.93141
<b>TIS</b>	152	1.8873	0.79180
<b>Valid N (listwise)</b>	152		

**Table 3**

*Descriptive analysis of Utrecht Work Engagement and Turnover Intention*

Descriptive Statistics			
	N	Mean	Std. Deviation
<b>UWES</b>	152	4.9311	0.68465
<b>TIS</b>	152	1.8873	0.79180
<b>Valid N (listwise)</b>	152		

Table 2 provides the mean and standard deviation for work engagement and turnover intention. It shows the vigor mean and standard deviation was ( $M = 4.74$ ,  $SD = 0.83$ ), the dedication mean and standard deviation was ( $M = 5.34$ ,  $SD = 0.62$ ), and the absorption mean and standard deviation was ( $M = 4.76$ ,  $SD = 0.93$ ). It also shows TIS's mean and standard deviation ( $M = 1.88$ ,  $SD = 0.79$ ).

### **Correlation**

It can be seen that vigor, dedication, and absorption are not correlated significantly with turnover intention. The correlations varied from ( $\rho = 0.22$ ) for vigor, ( $\rho = 0.883$ ) for dedication, and ( $\rho = 0.59$ ) for absorption when compared with turnover intention. Since the values are more than 0.01, there is no significant relationship between work engagement and turnover intention. Hence hypothesis H1 is rejected.

However, there is a negative correlation between Work engagement and turnover intention, though is almost negligible. Hence, hypothesis H2 is true.

The study explored the relationship between work engagement and turnover intention. It was seen from the results that there was no significant relationship between work engagement and turnover intention but there is a negative correlation between work engagement and turnover intention among teachers in Ernakulam. These results indicate the opposite what has been found in previous studies. Takawira and team (Takawira, Coetzee, & Schreuder, 2014) conducted a similar study in 2014 among higher education teachers at South Africa. It was found during that study that there was a significant relationship between turnover intention and work engagement which is not the case of the current study. However there is a negative correlation between work engagement and turnover intention as supported by other studies (Takawira, Coetzee, & Schreuder, 2014).

**Table 4**

*Spearman's rank correlations: Utrecht Work Engagement Scale's subset vigor, dedication, and absorption and Turnover Intention Scale.*

<b>Correlations</b>						
			<b>Vigor</b>	<b>Dedication</b>	<b>Absorption</b>	<b>TIS</b>
<b>Spearman's rho</b>	<b>Vigor</b>	<b>Correlation</b>	1.000	.540**	.564**	-
		<b>Coefficient</b>				0.098
		<b>Sig. (2-tailed)</b>		0.000	0.000	0.228
		<b>N</b>	152	152	152	152
	<b>Dedication</b>	<b>Correlation</b>	.540**	1.000	.628**	-
		<b>Coefficient</b>				0.012
		<b>Sig. (2-tailed)</b>	0.000		0.000	0.883
		<b>N</b>	152	152	152	152
	<b>Absorption</b>	<b>Correlation</b>	.564**	.628**	1.000	-
		<b>Coefficient</b>				0.044
		<b>Sig. (2-tailed)</b>	0.000	0.000		0.590
		<b>N</b>	152	152	152	152
	<b>TIS</b>	<b>Correlation</b>	-0.098	-0.012	-0.044	1.000
		<b>Coefficient</b>				
		<b>Sig. (2-tailed)</b>	0.228	0.883	0.590	
		<b>N</b>	152	152	152	152

There are multiple reasons as why this maybe the cause. Samples are taken from different geographical area which have different work cultures and ethics may be a contributing factor. Or this maybe a phenomenon that is unique to the teachers of Ernakulam. It can be concluded from this study that work engagement doesnot have a significant

corelation to turnover intention but work engagement does have a negative corelation to turnover intention. Hence more study is to be done to understand what variables do affect turnover intention.



**CHAPTER V**  
**CONCLUSION**

## **Conclusion**

From the results we obtained from the data analysis, we can see that there is a negative but negligible effect but negative of work engagement on turnover intention and vice versa. This indicates that work engagement does not have a very significant effect on turnover intention. It is noted that these results are not consistent with previous studies. Since there is a negative correlation between work engagement and turnover intention, a very minute increase in work engagement can lead to a very minute decrease in turnover intention. The results are consistent with previous studies which also indicate that there is a negative correlation between work engagement and turnover intention.

It can be concluded from this study that various other factors involve increasing turnover intention. It is recommended that further studies be conducted to check what other variables negatively affect turnover intention.

## **Findings**

- There is no significant relationship between Work Engagement and Turnover Intention.
- There is a negative correlation between Work Engagement and Turnover Intention.

## **Limitations**

The study was conducted in the district of Ernakulam and should be considered to be expanded to various other districts, states, or the whole country. The current population only included 152 participants and a wider sample could be included. It is also noted that the study did not distinguish between private and public institutions while gathering data. The ratio of men to women is also not in equal ratio. Various biases may also be present as it is a pen-and-paper test. Subject wise of differences can be calculated to evaluate the effect of work engagement and turnover intention.

Even though the study has various Limitations, this research is provided as a platform so various other studies can be built over it.

### **Implications**

From the study, it can be seen that work engagement has no major effect on turnover intention. In light of this revelation, the educational institution can move its focus onto other factors that affect turnover intention and improve it. The same study can be done with another distinction in the population where different syllabuses can be compared as well as different grades.

The same study can be applied to various other work fields to check the significant relationship between work engagement and turnover intention. These may include various other organizations such as banks, hospitals, IT, and various others. Finding out the factors relating to correlation can help further improve turnover rates not only in institutions in Ernakulam but the whole country. It is eminent that we must do so.



