

Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover Intention and the Mediating Role of Job Satisfaction at Universities

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ABSTRACT

This study seeks to determine the impact of job stress and workload on turnover intention along with the mediation role of job satisfaction. A total of 140 academics and management personnel participated in this study's survey. A partial least square structural equation modeling was used for data analysis. The results show that job stress and workload have a positive effect on turnover intention, while job satisfaction mediates the relationship between job stress, workload, and turnover intention. Future research could adapt and adopt the herein used methodology and research topic to other countries or in other industries.

Keywords: Turnover Intention, Job Stress, Workload, Job Satisfaction.

Submitted : April 12, 2021

Published : May 03, 2021

ISSN: 2507-1076

DOI: 10.24018/ejbmr.2021.6.3.849

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I. INTRODUCTION

Human resources are one of the core assets of any organization. In today's competitive world, organizations struggle to keep and retain their employees. To increase productivity, organizations are under tremendous pressure to satisfy and retain staff. The departure of trained and dedicated employees is a great loss to the organization. High turnover and brain drain have been identified as some of the main problems facing especially universities, including in Malaysia. Qualified and competent academic staff are leaving higher education institutions to work outside their country of birth and Africa [1]-[3]. However, the resignation of employees negatively affects the effectiveness and performance of the organization. Therefore, effective managers should always research the reasons for leaving and seek solutions to retain their best employees. Yet, for multiple reasons, employee turnover is common in organizations. The current body of literature shows that job satisfaction greatly reduces employee turnover rate [4].

Due to the nature of this problem and its direct impact on organizational performance, researchers often attempt to explore factors impacting employee turnover. Understanding these mechanisms is important, because only by fully

understanding the process of how turnover occurs, can employers' steps to reduce said turnover. However, current studies do not specifically study the mechanisms by which pressure and work input affect rotation intention. We believe that the relationship between job pressure, job commitment, and turnover intention is likely to be an indirect relationship in the organization through job satisfaction. Therefore, this study specifically investigates how job satisfaction in organizations can reconcile the relationship between job stress, job participation, and turnover intention in Malaysian universities.

II. LITERATURE REVIEW

A. Turnover Intention

In current literature, the intention of resignation and the intention of resignation and resignation or the intention of resignation can be expressed interchangeably. Employee resignation generally includes three stages: Resignation thought, job search, and intention to resign [5]. The most important precursor to resignation behavior is the intention to quit. The intention to leave is a measure of the employee's intention to remain in the hiring organization, the employee's tendency to leave the hiring organization, and the employee's