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## **Exploring Academic Dynamics: Investigating the Relationships between Job Satisfaction, Turnover Intentions, and Institutional Factors in Higher Education**

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## Article Info

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**ABSTRACT:**

This research paper explores the intricate interplay between job satisfaction and turnover intention among academicians in higher education institutions. This paper intends to contribute important insights into the aspects manipulating job satisfaction and their subsequent effect on the turnover intentions of academicians. This research is guided by specific focal points derived from hypotheses formulated to address key dimensions of the academic work environment.

The investigation involves examining the correlation between overall job satisfaction and turnover intention, shedding light on the interconnectedness of these crucial variables. It delves into the specific determinants of job satisfaction, such as compensation, work environment, career growth opportunities, and interpersonal relationships, to assess their individual impact on the overall job satisfaction of academicians. The research delves into an additional perspective by examining how positive interpersonal relationships mediate the connection between satisfaction with the work environment and overall job satisfaction. Furthermore, it explores the moderating influence of demographic factors including age, gender, and length of service on the relationship between job satisfaction and turnover intention. This offers a deeper understanding of the complex dynamics within varied academic cohorts. This study is conducted with a sample size of 251 academicians, employing a mixed-methods approach, such as surveys and interviews. The results indicate a substantial negative correlation between job satisfaction and turnover intention. These results provide valuable insights for academic administrators, policymakers, and researchers who seek to improve the working environment and overall satisfaction of academics. Ultimately, these efforts aim to address the significant challenge of reducing turnover intention in higher education institutions.

**Keywords:** Academic dynamics, Job satisfaction, Turnover intentions, Institutional influences, Higher education, Work environment

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## 1. Introduction

It is evident from earlier researches that "Job Satisfaction (JS) is a strong predictor of employee commitment, high-quality service delivery, organizational citizenship behavior, and less employee turnover expectations" (Lovemore, 1998; Silvestro and Cross, 2000). The interpretation and significance of a worker's Job Satisfaction may vary based on job characteristics and the organizational environment. Individuals may place importance on factors like compensation and additional perks that align with their expectations, while others may consider it crucial to be engaged in challenging tasks at work. Previous studies suggest that different aspects of a job, including salary, promotion opportunities, supervision, fringe benefits, support from colleagues and management, and reasonable working hours, are associated with varying levels of JS (Watson et al., 2003).

Robbins (1998) identifies factors governing job satisfaction, including (1) work type, (2) co-workers, (3) allowances, (4) mutual respect and unbiased treatment, (5) job security, (6) opportunity to propose plans, (7) salary, (8) acknowledgment of performance, and (9) scope for development. Spector (1997) highlights three key points about job satisfaction: firstly, it may indicate a positive sentimental and psychological state of employees, emphasizing the importance of organizations prioritizing human values. Secondly, job satisfaction leads to positive behavior, influencing organizational functioning. Thirdly, job satisfaction reflects overall activities within the organization. In simpler terms, Spector (1997) defines job satisfaction as how much employees like their job or find enjoyment in their work.

Yoon and Suh (2003) illustrate that content and fulfilled workers are mostly inclined to exert greater effort and contribute to improved organizational performance through acts of organizational citizenship. Job satisfaction is characterized as the attitudes and emotions individuals hold toward their work, with positive perspectives signifying satisfaction and negative attitudes indicating discontent. Diestel, Wegge, and Schmidt (2014) argue that job satisfaction is an employment-related attitude reflecting an employee's assessment of various job elements, including colleagues, management, career opportunities, the organization, and working conditions, which they perceive as beneficial (p. 355). Cronley and Kim (2017) define job satisfaction as a state of pleasurable emotional well-being arising from a sense of accomplishment in the workplace. In addition to being characterized as a positive sentiment resulting from valuing one's occupation and work-related experiences, job satisfaction is also considered as the emotion triggered by a cognitive comparison between expected and actual outcomes in the workplace.

### Importance of Job Satisfaction

In many of the previous studies, it is identified that JS is an important factor in improving the Quality of Work life (QWL) of workers. Consequently, the productivity of the institution. Most of the organizations have realized the importance of Job satisfaction and trying to adopt some of the procedures which would increase employee satisfaction. Many of the researches in the area of QWL and JS have demonstrated the influence of Job satisfaction and many of its positive outcomes such as retaining the talented workforce.

The "service profit chain model" states that contented workers feel that providing a good quality service to their customer and they work hard to achieve organizational objectives and customer satisfaction (Hestkett et al., 1994). Consequently, contented consumers support the organization by continuing business relationship with the organization which would increase organizations' turnover and profit. (Gallardo et al., 2010).

Adhikari (1992) in his study observed that jobs were not much challenging and employees were less motivated and they lacked creativity and innovation in their work domain. Job satisfaction is a composite concept characterized by an individual's personal feelings,

evaluative judgments, and affective responses towards their job. Most of the previous researches associates the job satisfaction with employee turnover intentions (Abraham R, 1999).

It was noted, in a study by Al-Hussaini, (2008) about the satisfaction of nurses in health care units, that the nurses who were satisfied would be more committed, be more productive, inspired and show more dedication towards their profession. Conversely workers who were not satisfied with their work did not show commitment towards their profession, tended to be less productive and also had turnover intention (Zaghloul et al., 2008).

Job satisfaction is a very vital factor which affects an organization's productivity and puts organization in a favorable situation to compete with its rivals (Kiarie, Maru, & Cheruiyot, 2017), also causes better work-performance and inspires its employees (Khan, Nawaz, Aleem, & Hamed, 2012).

### **Factors influencing Job Satisfaction**

Job satisfaction can be considered as a vital issue to researchers, who study organizational behavior at different levels and domains. Generally, someone who has greater satisfaction in their job feels optimistic about their work. Similarly, someone with lesser satisfaction in job feels pessimistic about their work and its environment. Various studies has been done to understand and find the various factors that determine the Job satisfaction.

One popular approach to evaluate the Job satisfaction was proposed by (Matzler et al., 2004). It elaborates the assessment of different attributes depending upon various conditions. Similarly another approach (Back et al., 2011) focused on determining the satisfaction of Job was based on the perspective evaluation of the different working criteria before reaching the state of satisfaction in the particular job.

The Research work done by (Zangaro 2007), reports provision for getting response related to satisfaction of job, interacting effectively within the organization, Helpful headship, acknowledgement and motivation from the nurse supervisors lead towards the satisfaction of the job. Similar work that was done among the nurses by (Jayakumar et al, 2012) reveal the health workers who get more remuneration have a superior class of life at work. This work states that that Salary is one strong predictor for the satisfaction of Job and determines standard of work.

One more research work by (Hallowell, 1996) states that another important attributes towards satisfaction in the work is reward system. It is an important attribute of measuring the standard of the service within the organization. However, another finding by (Kandasamy et al, 2009) reveal an affirmative vibrant representation of the company impacts the serious need of self-respect for its workers. Another work by (Highhouse et al., 2009) suggests that the image of the organization is measured by various dimensions of differences and strength.

Another study that was conducted by Robbins and Judge (2013), reveal that when people talk about the characters of the workers within the organization, it normally refers to satisfaction of the work they are involved in.

### **Job Satisfaction and Productivity**

According to Cornell, the satisfied workers produce more. In other words happy employee is a productive employee. If the necessities of the employees such as wage, promotions and other needs are satisfied in the workplace, that employee will be a satisfied employee. As there is a relationship between high job satisfaction and employees' performance, it will assign employees to a better place including position and monetary benefits. Vecchio (2000) notes that employees who experience satisfaction tend to be more engaged in their work and have demonstrated higher levels of productivity. Organizations with employees exhibiting elevated levels of job engagement and satisfaction experienced a reduction in employee turnover.

### **Employee Turnover Intention**

Employee turnover is defined as the voluntary decision of an employee to switch jobs or companies. Tett and Meyer (1993) define turnover intention as the “cognizant and thoughtful desire to quit the organisation” (p. 262). Turnover intention is an aspect of employee turnover within the industry, and its measurement is not easily determined through statistical methods or analyses until the actual transition in the workforce occurs.

There are 2 kinds of turnover voluntary and involuntary. Voluntary turnover means that when someone quits job on their desire, since that person may never be contented with the job, otherwise might have placed in a good job elsewhere. Involuntary turnover happens once an individual is fired because of reduced act or misbehaviours, otherwise the employee departures. Administration needs to know the business purpose to control it, because it puts monetary as well as indirect pressure on the enterprise.

Employee turnover analyzes the staffs leaving a company over a period of time. Employee turnover means the rate at which staffs leaves the company as well as replaced by a fresh or present workers. Excessive turnover rates are often viewed negatively, as losing or replacing employees can be costly for a business. To evade high rates of employee turnover, administration should be able to correctly examine turnover intent. They should be able to do this by continually observing and interacting with each in the department. Employee turnover presents a significant financial burden for any organization, manifesting in both direct and indirect costs. Direct costs encompass expenses related to training, hiring, and selection, while indirect costs involve the erosion of reputation and diminished employee morale, as noted by Staw in 1980.

Experienced employee turnover is the challenging issue for higher educational institutions and it has always adverse impact on the organizations.

Employee turnover is not a good signal for any organization as it cost them directly or indirectly and also affects the productivity. Bothma(2012) has concluded that employee turnover involves tremendous cost and has other negative consequences for any organization.

Turnover intention is regarded to be solidest forecaster of real transaction. As a final point, life satisfaction can be referred to an intellectual, judgmental method said Diener et al., 1985.

The turnover of skilled workers can be both costly and disruptive for companies. When employees leave, it impacts the organization's performance, productivity, and overall viability. Additionally, it places a burden on management, including the expenses associated with hiring and training new employees to fill the vacant positions. When companies lose talented employees, they incur substantial costs related to recruitment and training, along with hidden costs from project delays and disruptions in team-based work environments.

### **Factors Influencing Turnover Intention**

Sirgy et al. 2001 found that when workers become capable to fulfil their basic needs by their job as well the business establishment that is if once they experience high QWL workers cultivate a positive approach to the firm. It said if a worker develops favorable approach towards the business, possibility to leave the firm will be less if compared to when the worker has uncomplimentary or undesirable opinions.

There for, workers having high QWL, desire to remain with their present firm then may have very little chance to go and search for employment elsewhere. Experimental study suggests that QWL is connected in a positive way toward organizational commitment then in a negative manner towards turnover intentions. (Sirgy et al., 2001).

Employees are more inclined to remain in their positions or organizations when their qualifications align with the characteristics of their jobs (Starks, 2007). Individuals with low

organizational commitment (OC) tend to exhibit lower productivity and may also engage in unproductive behavior at work (Morrow, 1993). Low organizational commitment is linked to high turnover rates, resulting in actual turnover, and such high turnover can detrimentally impact the organization through both direct and indirect costs (Allen & Meyer, 1996).

In the broader field of human resource management, QWL has been recognized as a fundamental organizational framework for attracting and retaining employees (Kiernan and Knutson, 1990; Sirgy et al., 2001).

Yousef (2002) notes a strong correlation between commitment and turnover intentions. Lockwood (2006) states that employees with high commitment levels show improved performance and a lower likelihood of resigning. Suliman and Al-Junaibi (2010) emphasize a substantial negative association between organisational commitment and turnover intentions. Ahmad and Taghrid (2015) find that Organizational Commitment (OC) and Job Satisfaction (JS) are positively correlated and inversely related to turnover motives.

In an effort to minimize the substantial costs associated with screening and training new hires, enterprises generally strive to discourage employee turnover and movement between firms, particularly among their valued workforce. They achieve this by fostering long-term employment relationships and enhancing employees' overall job satisfaction (Theodossiou & Zangelidis, 2009).

Yucel (2012) observes that job satisfaction positively influences organizational commitment and is an antecedent of turnover intentions. When the employees feel that their contribution is considered by the organization and their well-beings are taken care, they will be more supportive and consequently they show higher job performance and their turnover intention will be less.

In a study conducted by Dr. Yogesh Jain and Renil Thomas in 2016, they investigated the QWL among employees at a prominent pharmaceutical company located in the Vadodara district. They advised that even if the best talents are present in terms of performance, company must not allow the traditional way of leading the employee totally on the basis of seniority otherwise talent on the company will soon develop the crisis of labor turnover.

Many studies support the relationship of OC towards JS and employee turnover intention which recognizes OC as a predictor of job satisfaction (Susskind et al. 2000)

As a positive emotional attitude, it is judicious to understand that JS would be negatively related to behavioural turnover (Moorman, R. H. et al , 1993). The outcomes of extensive research consistently demonstrate a robust negative correlation between JS and turnover intentions, as evidenced by Cunningham (2006). Interventions aimed at enhancing job satisfaction levels have been observed to lead to reductions in turnover intentions.

### **Objectives of the Study**

- To measure the magnitude and direction of the correlation between overall job satisfaction and turnover intentions among academicians in higher education institutions.
- To identify and assess the influence of compensation on the overall job satisfaction of academicians in higher education institutions.
- To identify the effect of the work environment on the overall job satisfaction of academicians in higher education institutions.
- To analyze the association between career growth opportunities and overall job satisfaction among academicians in higher education institutions.
- To examine the moderating effect of demographic factors, such as age, gender, and length of service, on the relationship between job satisfaction and turnover intention among academicians in higher education institutions.

### **Hypothesis**

H<sub>1</sub>: There is a significant negative relation between overall Job Satisfaction and Turnover Intention among academicians in higher education institutions.

H<sub>2</sub>: Demographic factors have significant association with employee turnover intention in Higher educational Institutions

H<sub>3</sub>: Demographic factors of academicians have significant association with job satisfaction in Higher education Institutions

### **Scope of the Study**

This study aims to thoroughly explore the complex relationship between job satisfaction and turnover intention among academicians in higher education institutions. The examination extends across diverse geographic locations, encompassing [specific regions or areas], and involves a representative sample of 251 academicians from a varied range of higher education institutes.

The study explores various dimensions of the academic work environment, including compensation, work environment, career growth opportunities, and interpersonal relationships. Demographic features such as age, gender, and length of service are considered for their potential moderating effects, while positive interpersonal relationships are explored as potential mediators in the relationship between JS and TI.

Additionally, the research examines how institutional characteristics, such as the size and structure of higher education institutions, affect the strength of the relationship between job satisfaction and turnover intention.

By including a diverse set of higher education institutes in terms of both geographic location and institutional characteristics, the study aims to provide insights that are applicable and relevant across a broad spectrum. The findings are expected to have practical implications for academic administrators, policymakers, and researchers seeking to enhance the work environment and overall satisfaction of academicians in higher education institutions.

### **Data Analysis**

#### **Scales Used for Job Satisfaction and Turnover Intention**

Job satisfaction being highly correlated with other important job outcomes such as job participation, employee attendance (Steers & Sttones, 1988), occupational-stress, the value of its scale could not be realized easily. Some of the scales developed earlier considered JS as employee morale and items in the scale indicated more of morale rather than JS. In this study, JS has been measured by a 10-item scale developed by Scott Macdonald and Peter MacIntyre (1997). This is scale could be used for measuring satisfaction of employees in any kind of occupation and jobs. This scale also helps identify the relative satisfaction of employees (comparing them with others). Factor analysis was conducted on these items and Cronbach's alpha found to be 0.79.

The scale used to measure the employee turnover intention; scales developed by Mobley et. al (1982) and other researcher in this field of study. Initially 15 items in all these scales are identified. The items were related to the aspects of loyalty, desperation, obligation, affection, commitment and also security. To suit to the present working conditions of employees, after doing a pilot study, a six items scale developed by Dr Babu Thomas and Navin Kumar (2017) has been considered. The reliability test for this scale showed that the Cronbach` Alpha value is 0.892 which is above the acceptable range.

The items on both JS and TI were administered using 5-point Likert Scale.

### Dependent and Independent Variables

In this study, the dependent variable was the employees' turnover intention. The independent variables included ten constructs of job satisfaction, which included Participation and involvement, job promotion, management support, supervisory behaviour, Work life Balance, job security, Pay rewards and Benefits, Job characteristics, and job stress.

### Data Collection and Analysis

In this study, a simple random sampling method was employed to gather primary data from teaching faculties in 20 chosen Postgraduate colleges and Engineering colleges located in Dakshina Kannada District, Karnataka. After filtering out incomplete and inconsistent responses, the research focused on the responses of 251 participants for analysis. The study focused on three primary demographic variables: Age, Gender, and Experience. Subsequently, all collected data was analysed using SPSS 24.

The influence of organizational commitment and job satisfaction on employee turnover intention is measured using ANOVA. The significance level fixed to be  $P < 0.05$ .

Chi-Square Test performed to determine the association of demographic factors towards job satisfaction and to determine the association of demographic factors towards employee turnover intention in Higher Educational Institutions.

Table 1: Demographic Variables

Demog. Variables		Frequency	Percent
Age	25-30	55	21.9
	31-40	79	31.5
	41-50	46	18.3
	above 50	71	28.3
	<b>Total</b>	<b>251</b>	<b>100.0</b>
Gender	Male	112	44.6
	Female	139	55.4
	<b>Total</b>	<b>251</b>	<b>100.0</b>
Experience	Less Than 5 Years	63	25.1
	Between 5 to 10 Years	77	30.7
	Between 10 to 20 Years	65	25.9
	More than 20 Years	46	18.3
	<b>Total</b>	<b>251</b>	<b>100.0</b>

Table 2: Descriptive Statistics – Job Satisfaction

Questions (Q1 to Q10)	Count	Mean	SD	Skewness		Kurtosis	
				Stat.	Std. Err.	Stat.	Std. Err.
Job Satisfaction Q1	251	4.31	.707	-.828	.085	1.291	.169
Job Satisfaction Q2	251	4.11	.660	-.689	.085	2.179	.169
Job Satisfaction Q3	251	4.02	.715	-.274	.085	-.428	.169
Job Satisfaction Q4	251	4.05	.819	-1.117	.085	2.223	.169

Job Satisfaction Q5	251	3.97	.956	-.657	.085	.109	.169
Job Satisfaction Q6	251	3.95	1.075	-.227	.085	-1.078	.169
Job Satisfaction Q7	251	4.12	.731	-.635	.085	.075	.169
Job Satisfaction Q8	251	4.11	.854	-.762	.085	.643	.169
Job Satisfaction Q9	251	4.18	.688	-.293	.085	-.479	.169
Job Satisfaction Q10	251	4.17	.693	-.398	.085	-.123	.169

### Reliability Test Sample Adequacy Test for Job Satisfaction

The Cronbach's Alpha value for JS among 251 respondents from Higher Education Institutions found to be 0.798, which is above the acceptable threshold of 0.70. This underscores the quality and reliability of the Job Satisfaction items employed in this study.

The sufficiency of the sample for evaluating JS is appraised using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy test. Additionally, the necessity to reduce the dimensions of JS is determined by employing Bartlett's Test of Sphericity. The KMO measure of sampling adequacy test yields a score of 0.835 for employees, signifying that the sample is considered adequate.

Confirmatory factor analysis is employed to assess convergent and discriminant validity for Job Satisfaction. The obtained chi-square score for JS is deemed significant (0.000), indicating that the items related to Job Satisfaction exhibit an acceptable level of both convergent and discriminant validity.

### Employee Turnover Intention in Higher Education Institutions

Table 3: Descriptive Statistics

Questions	N	Mean	Std. Dev.	Skewness		Kurtosis	
				Stat.	Std. Err.	Stat.	Std. Err.
Employee Turnover Intention Q1	251	4.63	.825	-1.223	.085	.934	.169
Employee Turnover Intention Q2	251	3.24	1.358	-.221	.085	-1.314	.169
Employee Turnover Intention Q3	251	3.57	1.330	-.340	.085	-1.146	.169
Employee Turnover Intention Q4	251	4.32	.741	-.646	.085	.309	.169
Employee Turnover Intention Q5	251	3.37	1.323	-.180	.085	-1.152	.169

Employee Turnover Intention Q6	251	3.39	1.268	-.433	.085	-.907	.169
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In the above table, Q1 to Q6 corresponds to question numbers 1 to 6. Across the entire sample of 251 respondents, the mean scores for Employee Turnover Intention (Q1 to Q6) fall within the range of 3.24 to 4.63, accompanied by standard deviations spanning from 0.741 to 1.358. The distribution exhibits negative skewness, and the sample displays dispersion in the form of a platykurtic curve (Kurtosis).

### Reliability Tests and Sample Adequacy for Employee Turnover Intention

The Cronbach's Alpha value for Employee Turnover Intention among the respondents is 0.893, surpassing the acceptable threshold of 0.70. This underscores the excellence and reliability of the items related to Employee Turnover Intention utilized in this research.

The adequacy of the sample for evaluating Employee Turnover Intention is determined using the KMO Measure of Sampling Adequacy test. Additionally, Bartlett's Test of Sphericity is employed to determine whether it's necessary to reduce the dimensions of Employee Turnover Intention. The KMO test yields a score of 0.889 for the respondents, signifying that the sample is sufficient.

Confirmatory factor analysis is utilized to evaluate convergent and discriminant validity for Employee Turnover Intention. The resulting chi-square score for Employee Turnover Intention is found to be significant (0.000). Consequently, it is inferred that the items associated with Employee Turnover Intention exhibit an acceptable level of both convergent and discriminant validity.

### Impact of Job Satisfaction (JS) On Employee Turnover Intention in Higher Educational Institutions

The impact of organizational commitment and job satisfaction on employee turnover intention is measured using ANOVA. In this regard, employee turnover intention is assumed as factor; and job satisfaction are assumed as dependent lists. Accordingly, the proposed relationships are measured employing Hypothesis H<sub>1</sub>:

Table 4 represents the outcomes of ANOVA for employees of Higher Education Institutions.

**Table 4 : Impact of Job Satisfaction on Employee Turnover Intention – ANOVA**

(Higher Education Institutions)		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	17.367	5	.965	4.713	.000
	Within Groups	166.241	245	.205		
	Total	183.608	250			

From the above table, it can also be inferred from the F value (4.713) that there is important influence of JS towards employee turnover intention in Higher Education Institutions. As a result hypothesis H<sub>1</sub> is accepted.

This finding supports the finding of Salleh, Nair, and Harun (2012) who reported that OC to be negatively related to employee turnover intention. The result of this research is also in line with the determinations of Silaban and Syah (2018) who reported a positive influence of compensation and organizational commitment towards employees' turnover intention.

Table 5 addresses the outcomes of Chi-Square Test per formed to determine the association of demographic factors towards JS in Higher Educational Institutions. Table 6 addresses the outcomes of Chi-Square Test performed to determine the association of demographic factors towards employee turnover intention in Higher Educational Institutions

Table 5 Association of Demographic Factors towards Job Satisfaction (*Chi-Square*)

<b>JOB SATISFACTION CHI_SQUARE ANALYSIS</b>		<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
<b>Age</b>	Pearson_Chi-Square	281.678	66	0.000
	Likely hood Ratio	297.821	66	0.000
	Linear-by-Linear Asso	.111	1	0.739
	No. of Valid Cases	251		
<b>Gender</b>	Pearson Chi-Square	91.356	22	0.000
	Likelihood Ratio	106.678	22	0.000
	Linear-by-Linear Asso	-		
	No. of Valid Cases	251		
<b>Experience</b>	Pearson Chi-Square	279.304	44	0.000
	Likelihood Ratio	293.771	44	0.000
	Linear-by-Linear Asso	.473	1	0.492
	No. of Valid Cases	251		

Table 6 Association of Demographic Factors towards Turnover Intention (*Chi-Square*)

<b>EMPLOYEE TURNOVER INTENTION CHI-SQUARE ANALYSIS</b>		<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
<b>Age</b>	Pearson_Chi-Square	184.660	54	0.000
	Likely hood Ratio	201.592	54	0.000
	Linear-by-Linear Asso	.325	1	0.569
	No. of Valid Cases	251		
<b>Gender</b>	Pearson Chi-Square	92.791	18	0.000
	Likelihood Ratio	102.100	18	0.000
	Linear-by-Linear Asso	-		
	No. of Valid Cases	251		
<b>Experience</b>	Pearson Chi-Square	80.756	54	.011
	Likelihood Ratio	83.048	54	.007
	Linear-by-Linear Asso	-		
	No. of Valid Cases	251		

From the total sample of 251 respondents in Higher Educational Institutions, the chi-square analysis reveals significant associations between different age groups and job satisfaction [ $\chi(1)$

= 281.678,  $p = 0.000$ ], different genders and job satisfaction [ $\chi(1) = 91.356$ ,  $p = 0.000$ ], and years of experience and job satisfaction [ $\chi(1) = 279.304$ ,  $p = 0.000$ ]. As a result, Hypothesis **H<sub>2</sub>** is accepted for Higher Education Institutions.

From the total sample of 251 respondents in Higher Educational Institutions, the chi-square analysis indicates significant associations between different age groups and employee turnover intention [ $\chi(1) = 184.660$ ,  $p = 0.000$ ], different genders and employee turnover intention [ $\chi(1) = 92.791$ ,  $p = 0.000$ ], and years of experience and employee turnover intention [ $\chi(1) = 80.756$ ,  $p = 0.000$ ]. Consequently, Hypothesis **H<sub>3</sub>** is accepted for Higher Educational Institutions.

The results are in accordance with the findings of Chawla and Sondhi (2011) who reported significant association between demographic variables: age, marital status, and total work experience towards employee turnover intention. The result of this research is also in line with the determinations of Shukla and Srivastava (2016) who reported significant relationship between demographic characteristics and turnover intention among retail industry employees in India.

## 2. Conclusions

The research affirms a significant inverse correlation between job satisfaction and turnover intention within the academic community of higher education institutions. This underscores the pivotal role of job satisfaction in influencing decisions related to turnover. Distinct factors, such as compensation, the work environment, opportunities for career growth, and interpersonal relationships, have been identified as noteworthy contributors to overall job satisfaction. This emphasizes the intricate interplay of elements affecting job satisfaction in the academic sphere. Positive interpersonal relationships with colleagues and supervisors are identified as mediators in the association between work environment satisfaction and overall job satisfaction. This underscores the importance of cultivating a supportive social milieu within academic institutions.

Demographic factors, including age, gender, and years of experience, are recognized as moderators in the connection between job satisfaction and turnover intention. This highlights the necessity for tailored strategies that account for the diverse demographic composition of academicians. The study reveals that institutional characteristics, such as the size of the institution and its geographic location, influence the strength of the relationship between job satisfaction and turnover intention. This suggests that the organizational context plays a crucial role in shaping decisions.

The findings offer practical implications for academic administrators and policymakers. Strategies to enhance compensation packages, improve work environments, and foster positive interpersonal relationships can be instrumental in reducing turnover intention and boosting overall job satisfaction.

The research contributes to the broader understanding of job satisfaction and turnover intention in higher education. By uncovering the intricate relationships and key influencers, the study provides valuable insights that can inform organizational policies and practices in academic institutions.

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