

Notice for the PhD Viva Voce Examination

Ms Samini Varghese (Reg. No. 1440004), PhD scholar at CHRIST (Deemed to be University), will defend her PhD thesis at the public viva voce examination on Monday, 28 September 2020 at 11.00 am. The defense will be conducted online on the Webex Meeting platform.

- Title of the Thesis** : **Empirical Analysis of Antecedent and Mediators on Turnover Intention of Educators in Higher Educational Institutions**
- Discipline** : **Management**
- External Examiner** (Outside Karnataka) : **Dr George A P**
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- External Examiner** (Within Karnataka) : **Dr T N Sreedhara**
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Since it is an open viva, faculty members and research scholars of all branches of research are cordially invited to attend.

Place: Bengaluru
Date: 25 September 2020



Registrar

ABSTRACT

Employees are undoubtedly the key intangible asset to any organization. Fundamentally employees are the building blocks and they are the brand ambassadors of their organization to the society. Therefore, considering competition in today's world, retaining key employees is of genuine concern for every organization. Among many perils that organizations wrestle with, turnover intention is a persistent and pervasive issue that every organization has to face irrespective of the type and size of the organization. Identifying the reasons behind turnover intention seems to be the key to handle the issue.

Turnover intention has always been a topic of paramount interest in any organization including educational institutions. However, there is still insufficient data on this matter and very few studies have been carried out regarding the determinant factors of turnover intention among educators especially from higher educational institution. Hence it is necessary to emphasize the importance of conducting more research on turnover intention in higher educational institutions as there is a need to study the best variable that acts as an antecedent to turnover intention and also the variables that act as mediators to reduce turnover intention. As employees spend most of their productive and active time of the day at their workplace, a conducive environment must be provided by the employer to ensure organizational efficiency and better performance of the employees. It is also essential that the organizations frame strategies and policies to utilize untapped talent in the organization in a manner that is beneficial to the organization.

The study is undertaken to find the antecedent and mediators of turnover intention among educators in higher education institutions. For this purpose, a pilot study was conducted among educators in higher education institutions in Bengaluru, Karnataka, India. The data for the pilot study was collected using survey method with the help of standard questionnaires. The pilot study was conducted to check the validity and reliability of the questionnaire. The results showed that the questionnaire was appropriate to continue the study. For the main study a sample size of 822 educators from higher education institutions in Bengaluru was considered. Structural Equation Model (SEM) was used in analyzing the data which included measurement model and structural model. The measurement model helped to study the correlation between the constructs and the sub-constructs. The structural model helped to study the relationship between the dependent and independent variable. The model fit is assessed with the help of fit statistics. In the study, the impact burnout (antecedent variable) has on turnover intention (outcome variable) is tested. The study also tested the mediating relationship of work engagement, job embeddedness and job satisfaction between the antecedent and outcome variables. Results of the analysis indicated that work engagement and job satisfaction has a significant impact on turnover intention, and it mediates the relationship between burnout and turnover intention. With regard to the outcome variable it was determined that higher work engagement and job satisfaction leads to lower turnover intention. Results also show that in present Job embeddedness does not mediate the relationship between burnout and turnover intention but with the right management policies it could certainly act as a mediator in the future.

Higher the stress at workplace can result in strained work relationship and high turnover intention. From the study it can be concluded that it is a challenge to ensure that educators of all age and with different professional experience be always positively engaged and highly satisfied. It has become a necessity for policy makers of educational institutions to focus on the factors that help retain talented educators by building in them a positive feeling of physical strength, emotional energy and cognitive liveliness. It can be concluded that the study has addressed the issue of why turnover intention is high among educators in higher education institution and also the measures that can be taken to increase their work engagement, job satisfaction and embeddedness at their work place.

Keywords: Turnover Intention, Burnout, Work Engagement, Job Embeddedness, Job Satisfaction.