



Working to leave or living to work?: Employees' quality work life factors and its impact on turnover intention

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ABSTRACT

Turnover intentions should be seriously viewed by top management as it corresponds to actual action or decision of leaving the job. Employees' loss has detrimental effect on the performance and lucrativeness of the organization. If employees are satisfied with their quality of work life, turnover intentions can be prevented. Thus, this study was conducted to determine through a quantitative research design whether the quality of work life factors (*development, participation, compensation, supervision, and working environment*) has a negative impact on turnover intentions of employees in a select private Higher Education Institution (HEI) in the Philippines. Purposive sampling was utilized among 152 teaching and non-teaching employees who accomplished the questionnaire which includes the quality of work life factors scale and Turnover Intention Scale (TIS-6). Data were analyzed using descriptive analysis, Pearson correlation coefficient and multiple regression analysis. Findings revealed that quality of work life significantly predicts turnover intentions; however, it was found out that among the five factors, only development, compensation, and working environment were significant with turnover intentions. In addition, only compensation and work environment negatively predicted turnover intentions, while in contrast, development positively predicted turnover intentions of employees. In conclusion, when employees believe they are underpaid and work in a hazardous and unpleasant workplace, they are more likely to want to leave. The implications could provide information to management and the human resource department, allowing them to focus on key aspects that could minimize the institution's employee turnover rate. Finally, in order to reduce employee turnover, it is suggested that the institution focus on developing and implementing compensation and work environment policies and programs.

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INTRODUCTION

Employees are the most valuable asset of an organization; hence their loss would have a detrimental effect on the organization's performance and profitability. It is therefore critical for any organization to devote considerable attention to them. Employees must be contented with their occupations in order to stay with the organization for an extended period of time (Jha, 2009). However, some employees intend to leave the organization in search of a more favorable opportunity. As a result, the immediate threat of employee turnover to a company is the employee replacement costs associated with recruiting, hiring, and training new employees. Similarly, the negative consequences would be the disruption of the organization's function, resulting in decreasing performance and unfulfilled daily functions (Schlechter et al., 2016).

Indeed, turnover is a significant problem for organizations due to today's intense global competition, particularly in the area of human resource management. Therefore, an employee's turnover intention could be utilized as a strategy to prevent turnover since it frequently predicts the employee's actual quitting behavior within the organization (Windon et al., 2019). Employees are essential to an organization's success, and as such, they should be valued, as there are several costs associated with the loss of an employee, whether direct or indirect. The various expenditures may include those associated with recruiting, selection, and training. Thus, in order to maximize the return on investment made in employees, it is critical to focus on lowering employee turnover rates, as this acts to demotivate the current employees and also results in a loss for the company (Jha, 2009). However, the duration of an employee's tenure at an organization is unpredictable due to a variety of factors. Individuals will alter or leave their jobs and organizations to the extent that it is convenient for them. The intention to leave a job or organization is a necessary condition for leaving, which is frequently referred to as turnover intention (Belete, 2018).

Turnover intention can be defined as an employee's desire to leave the organization. These intentions are statement that concerns specific conduct of behavior (Mosadeghrad, 2013). In addition, the turnover intention is the likelihood that an individual plans to leave or change jobs voluntarily within a specified time period which results in a real turnover. With this, it is identified that the intention to leave is the best predictor of their actual departure (Windon et al., 2019). Therefore, turnover intention can be used to determine the likelihood of personnel leaving the organization, and this enables the identification of opportunities to reduce overall turnover. Indeed, that most of the time, an employee's life is spent on their jobs, so it is important that organizations must take strategic measures to reduce the turnover intentions. Therefore, a more attractive environment and a better quality of work life are critical to attracting and retaining qualified professionals in order to maintain a competitive edge over other organizations. Quality of work life refers to an employee's contentment with their working life. It emphasizes the quality of the relationship between the employees and the working environment (Raduan et al., 2006).

Quality of work life is a multidimensional notion that encompasses a variety of factors that have an effect on how people perform their jobs and are also evaluated when determining the quality of work life. It motivates people to perform effectively, and enhancing employees' quality of life is a necessary condition for increasing their productivity (Adhikari and Gautam, 2010). Therefore, the management is expected to have a thorough understanding of the concept of quality of work life and how it relates to employee well-being. For the organization, quality of work life will be one of the aspects that contribute to efforts to develop high productivity and reduce employees' desire to leave the company (Afsar et al., 2014). In addition, Walton (1975) pioneered the concept of quality of work life and initially proposed categorizing it into eight distinct dimensions. Nonetheless, other research redefined the aspects of quality of work life in a variety of ways. In this research, the five factors of the quality of work life adapted from the study of Adikoeswanto et al. (2020) to be analyzed are the development, participation, compensation, supervision, and work environment. Given that the study was done in Asia, it is strongly believed that the same factors would apply in the context of the Philippines because it holds a similar working culture.

The operational definition of the five factors of the quality of work life are as follows: Development refers to formal training and education, work experience, relationships, and personality assessments, as well as skills and abilities that assist employees in preparing for future jobs and positions that can be used for long-term personal and professional growth (Jehanzeb and Mohanty, 2018). Participation is a process through which employees take control of their work and engage in conditions that include their engagement in work-related decisions (Khalid and Nawab, 2018). Employees share their task-related decision-making authority with their superiors through this approach. Compensation can be described as the type of income and financial benefits obtained by employees as a result of their employment connection, and it is classified as direct such as salaries, overtime pay, and bonuses and indirect compensation such as insurance plans, educational help, reimbursements, and other benefits (Ogunnaike et al., 2016). Supervision is the total amount of helpful social interactions accessible in a supervised workplace. It is the manifestation of goodwill and positive feelings, as well as the relationship of trust and empathy demonstrated by superiors in a positive social environment (Orgambidez and Almeida, 2020). Work Environment refers to the organizational culture in which employees perform their duties. It is associated with the organizational climate in which employees accomplish their jobs in a conducive and safe work environment that can attract people since their demands are addressed (Hanaysha, 2016).

Consequently, even educational institutions such as Dr. Carlos S. Lanting College, which has been in service to a diverse population of learners for over 37 years, have experienced an increasing five percent of inevitable turnover based on the overall population of the teaching and non-teaching employees during the previous years. In order to withstand these intentions, the company should establish a suitable quality of work life that meets the physiological, psychological, social, and economic needs of their employees (Akar, 2018). In which there are five factors that influence the quality of work life, namely development, participation, compensation, supervision, and work environment (Adikoeswanto et al., 2020). With this, the person-organization fit theory by Jennifer Chatman (1989) will be applied, as it addresses the similarity and congruence of an individual and the organization as a whole. This includes the notion that creating value congruence between the individual and the organization is a determining factor in making an employment decision. In other words, if an employee is integrated into an organization according to their needs, the employee is more likely to stay (Olubiyi et al., 2019). To support this, Hoffman and Woehr (2006) discovered a consistent relationship between person-organization fit and turnover, indicating that it is a significant predictor of turnover intentions, allowing for a better understanding of the impact of quality of work life factors on employee turnover.

The researchers, based on the above literature and figure 1, hypothesized that there is an inverse impact of quality of work life factors (development, participation, compensation, supervision, and work environment) on turnover intentions of employees at Dr. Carlos S. Lanting College.

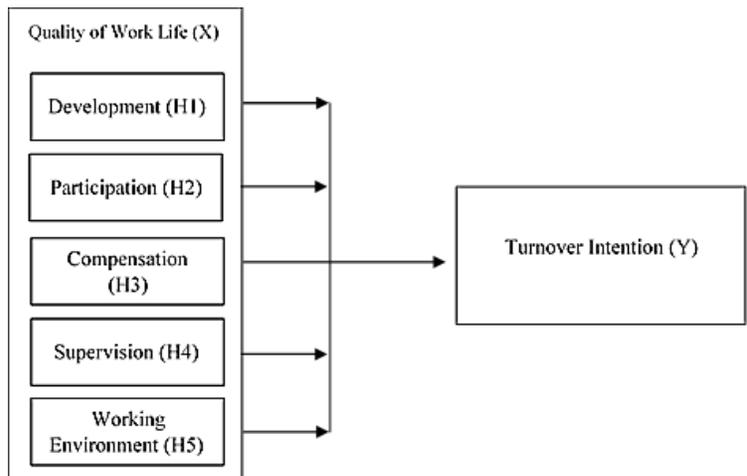


Figure 1. Conceptual framework on the inverse impact of quality of work life factors on turnover intentions (X = Independent Variable; Y = Dependent Variable)

Objectives

The research aims to determine whether the quality of work life factors would inversely lead to turnover intentions of employees in a select private Higher Educational Institution (HEI). Specifically, it sought to answer the following questions:

1. What is the demographic profile of the employees according to
 - 1.1 sex
 - 1.2 age
 - 1.3 educational background
 - 1.4 tenure of employment
 - 1.5 status and nature of employment
2. What is the relationship between quality of work life factors (development, participation, compensation, supervision, and work environment) and turnover intentions?
3. What is the effect of the quality of work life factors (development, participation, compensation, supervision, and work environment) on turnover intentions?

METHODS

The research used a quantitative design to gather data and identified respondents from Dr. Carlos S. Lanting College's 220 total teaching and non-teaching personnel at the time the research was conducted. Through purposive sampling technique, the researchers were able to get a sample of 152 participants with 101 teaching employees (66.4%) and 51 non-teaching employees (33.6%) from Dr. Carlos S. Lanting College. There were 63 males (41.4%) and 89 females (58.6%), which indicates a higher number of respondents of females; however, this slight sex difference among the respondents has little to no effect on the results.

Instrument

The instruments used were the Quality of Work Life Factors Scale developed by Dodot Adikoeswanto et al. (2020) and the Turnover Intention Scale (TIS-6) developed by Gert Roodt (2004) to respectively measure the employees' quality of work life and turnover intentions. In addition, the researchers emailed the instrument's authors to obtain permission to utilize their scales in the current study. Quality of Work Life Factors Scale was used to measure the quality of the work life of employees. It is composed of 15 items and rated with a 5-point Likert scale ranging from strongly disagree to strongly agree. The scale has 5 factors which are development ($\alpha = 0.72$), participation ($\alpha = 0.88$), compensation ($\alpha = 0.90$), supervision ($\alpha = 0.82$), and work environment ($\alpha = 0.61$) and the reported Cronbach alpha coefficients has a good and acceptable internal consistency and reliability. Lastly, the scores obtained were calculated by averaging each of the factor items. Turnover Intention Scale (TIS-6) was used to measure the turnover intentions of employees. It is composed of 6 items, and it is the shortened version of the original scale with a 5-point Likert scale. While the total score is produced by summing all items after reversing the negative items (items no. 2 and 6). A total score of below 18 indicates the employees' desire to stay, but a score above 18 indicates a desire to leave the organization. Lastly, the scale has a Cronbach alpha coefficient of 0.91, which translates to a high and acceptable reliability rating.

Ethical consideration

Prior to conducting the study, the researchers forwarded a permit to study letter to the Senior Vice President and President/CEO of Dr. Carlos S. Lanting College in order to inform and request their permission for the researchers to disseminate survey questionnaires to the target participants which are the employees of the institution. Before proceeding with the distribution of the questionnaire, the researchers created an informed consent form that aims to acquire the target participants' consent to participate in the study. The form included information regarding the study's purpose and background, the procedure and time the participants shall consume

upon answering the two questionnaires, risks, confidentiality, and the benefits of participating. It also disclosed that participation in the study is voluntary, and respondents may withdraw anytime with and without an explanation, whereas the responses gathered would be utilized solely for research purposes.

Data gathering procedure

The data collection period was from October 22 to November 23, 2021. The researcher used google form to create an online version of the survey questionnaire and distributed the link via institutional emails of the respondents and private messages. The responses were only accepted from respondents who completed the form and met the criteria of being a teaching or non-teaching employee of Dr. Carlos S. Lanting College. Finally, after obtaining the required number of participants, the collected responses were tabulated and analyzed using statistical methods.

Statistical treatment

The collected data from the google form were extracted into an excel spreadsheet, and data were analyzed using the IBM - Statistical Package for the Social Sciences (SPSS) version 26. At the same time, the statistical treatment of descriptive analysis was used to analyze the frequency and percentage of the demographics profile. Next, the Pearson correlation coefficient was used to determine the relationship of the quality of work life factors and turnover intentions, and lastly, the multiple regression analysis was used to determine the significant prediction between the quality of work life factors (development, participation, compensation, supervision, and work environment) and turnover intentions of teaching and non-teaching employees at Dr. Carlos S. Lanting College.

RESULTS AND DISCUSSION

Table 1. Profile of the Respondents

		<i>F</i>	<i>%</i>
Sex	Male	63	41.4
	Female	89	58.6
Age	20-30 years old	53	34.9
	31-40 years old	37	24.3
	41-50 years old	33	21.7
	>50 years old	29	19.1
	High School Graduate	23	15.1
Educational Attainment	Bachelor's Degree	71	46.7
	MA/MS Degree	44	28.9
	Doctorate Degree	14	9.2
	<1 year	15	9.9
Employment Tenure	1-5 years	52	34.2
	6-10 years	20	13.2
	11-15 years	35	23.0
	16-20 years	16	10.5
	21-25 years	4	2.6
	26-30 years	8	5.3
	>30 years	2	1.3
	Teaching Employees	101	66.4
Non-Teaching Employees	51	33.6	
Employment Status	Contractual	47	30.9
	Probationary	14	9.2
	Regular	91	59.9
	Total	152	100.0

Table 1 states the other demographic profile of the participants, such as their age, to which 34.9% of the participants were 20-30 years old, 24.3% were ages 31-40 years old, 21.7% were 41-50 years old, and the remaining 19.1% were more than 50 years old. Additionally, for the highest educational attainments, 15.1% of the participants were high school graduates, 46.7% were bachelor's degree holders, 28.9% had their Master of Arts or Science degrees, and 9.2% had acquired their doctorate degrees. The highest percentage for employment tenure were 34.2% ranging 1-5 years, and 1.3% of the participants had spent more than 30 years of service at the institution. Lastly, 30.9% of the participants were contractual employees, 9.2% were probationary, and 59.9% were regular employees. Furthermore, participants whose highest educational attainments fell under high school graduates were guided by the researchers in answering the questionnaire to better understand the items for precise responses.

Table 2. Correlation Analysis of Variables

		<i>M</i>	<i>SD</i>	1	2	3	4	5
Quality of Work Life Factors	1. Development	3.85	0.97	-				
	2. Participation	3.87	0.97	0.75*	-			
	3. Compensation	3.78	0.88	0.58*	0.65*	-		
	4. Supervision	4.02	1.07	0.62*	0.72*	0.68*	-	
	5. Working Environment	3.96	0.95	0.76*	0.79*	0.76*	0.81*	-
6. Turnover Intentions		14.67	4.40	-0.04	-0.10	-0.29*	-0.15**	-0.26*

**p < .01 (two-tailed), **p < .05 (one-tailed)*

Table 2 presented that employees have moderate levels of quality of work life which are the factors of development ($M = 3.85$; $SD = 0.97$), participation ($M = 3.87$; $SD = 0.97$), compensation ($M = 3.78$; $SD = 0.88$), supervision ($M = 4.02$; $SD = 1.07$), and working environment ($M = 3.96$; $SD = 0.95$). However, supervision has the highest mean score, which indicates that employees are highly satisfied with the social support given by their supervisors and/or immediate heads. On the other hand, turnover intentions ($M = 14.67$; $SD = 4.40$) have a mean score of less than eighteen, and therefore as stated by Roodt (2004), the data shows that employees are more likely to stay within the institution.

In addition, the quality of work life factors which are the development, participation, compensation, supervision, and working environment, significantly correlate with each other, and their relationship is deemed as high and strong based on their correlation coefficients. Consequently, turnover intentions has a negative correlation with compensation ($r = -0.29$, $p < .01$), supervision ($r = -0.15$; $p < .05$), and working environment ($r = -0.26$; $p < .01$). The inverse relationship on compensation and turnover intentions revealed that employees receiving low compensation, whether directly such as their salaries or indirectly such as their benefits, would tend to have higher turnover intentions that later on would lead to leaving the organization. Similarly, little to no felt supervision from supervisors and immediate heads by the employees would result in employees having higher intentions to leave the company. Furthermore, the negative relationship between the working environment and turnover intentions signifies that if an employee feels that the environment is not conducive and safe enough for them to work, then they have higher turnover intention thoughts. It is also the same for the opposite and/or vice versa scenario for the inverse relationship of turnover intentions with compensation, supervision, and working environment. Lastly, the factors development and participation have no significant correlation with turnover intentions; therefore, it means that there is no relationship between the variables.

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Table 3. Multiple Regression Analysis of Variables

	B	σ	β	t	
Quality of Work Life Factors	Development	1.39	0.57	0.30	2.44*
	Participation	0.80	0.62	0.17	1.28
	Compensation	-1.28	0.59	-0.25	-2.17**
	Supervision	0.78	0.55	0.19	1.41
	Working Environment	-2.76	0.83	-0.59	-3.31*

$R^2 = 0.17; F = 6.01^*; *p < .01$ (two-tailed), $**p < .05$ (one-tailed)

The independent variable in this study is the quality of work life with five levels: development, participation, compensation, supervision, and working environment, whereas the dependent variable is the turnover intentions. In table 3, the result indicates that the regression model between quality of work life and turnover intentions is significant ($R^2 = 0.17; F = 6.01; p < .01$). Therefore, this means that quality of work life is really an indicator to measure an employee's turnover intentions and that quality of work life significantly predicts 17% of turnover intentions of employees. Accordingly, Almalki et al. (2012) discovered that employees who are dissatisfied with their quality of work life had a greater inclination to leave. Earlier research indicates that companies that provide a higher quality of work life are more likely to gain leverage in acquiring and retaining a valuable workforce, and as a result, employees develop a sense of attachment to their organization when their prior expectations are fulfilled (Tarmizi, 2008).

On the other hand, not all factors of quality of work life were significant predictors of employee turnover intentions; in fact, only three factors (H1, H3, and H5) were significant. Results found that development ($\beta = 0.30; t = 2.44; p < .01$) significantly predicts turnover intentions, therefore, rejecting the hypothesis 1. It shows that development is a positive predictor of turnover intentions. This would mean that when employees receive more training and education, then their turnover intentions would be higher. Similarly, based on the unstandardized regression coefficient value ($B = 1.39$), each percent increase in development results in a 1.39 increase in turnover intention. This is because training raises an employee's value within the organization, and Alkahtani (2015) discovered that trained people leave their organization in search of higher income to apply their new talents, thus

increasing their likelihood of being hired by competitors. Similarly, because they have increased their training and knowledge, they have a greater sense of self-worth and confidence, therefore believing that they deserve better working conditions (Bhatt and Sharma, 2019).

Furthermore, it shows that compensation ($\beta = -0.25$; $t = -2.17$; $p < .05$) inversely predicts turnover intentions and supporting the hypothesis 3. It is demonstrated that when employees are dissatisfied with their earned compensation, whether financial or non-financial, then they would be more likely to have higher turnover intentions. Likewise, according to the unstandardized regression coefficient value ($B = -1.28$), one percent increase in compensation results in a -1.28 percent decrease in turnover intention. This is consistent with other research findings that employees should be satisfied with their overall compensation because their attitudes and behaviors are influenced by it (Hassan, 2014). In addition, Gumarang Jr. (2021) discovered that private teachers faced financial constraints during the COVID-19 pandemic and earned less than public teachers. However, Aguenza and Som (2012) showed that pay does not have to be high; rather, it should be fair and competitive in order to retain individuals as they need it to maintain their lifestyle. Additionally, compensation gives a measurable indicator of an individual's value to the organization (Vizano et al., 2021).

Finally, from the results it was found that working environment ($\beta = -0.59$; $t = -3.31$; $p < .01$) has a negative significant effect on turnover intentions and supporting hypothesis 6. This implies that when an employee believes the organizational climate at work is not conducive and safe, they have a greater likelihood of considering leaving the organization. Moreover, based on the data, the working environment had the highest negative unstandardized regression coefficient value ($B = -2.76$), which suggests that a one percent increase in the working environment would lead to a -2.76 percent decrease in turnover intention. Research evidence shows that Ahmad (2013) and Adikoeswanto et al. (2020) found that if a company is able to exert efforts in providing good work and a peaceful environment, it will lead to a comfortable work life which will likely increase an employees' commitment and lessen their intentions to leave. As the work environment is the location where employees perform their daily tasks, a suitable work environment enables employees to work more efficiently. Moreover, given the outbreak of coronavirus disease (COVID-19), employees would prefer to stay in a safe working environment, protecting themselves from the virus (Wong et al., 2020). As a result, determining and establishing a positive work environment will determine the organization's success in attaining its goals (Meirina et al., 2018). As such, healthy relationships between teachers and school administrators are necessary to ensure that they work collaboratively to improve schools and maintain instructional quality (Gumarang Jr., 2021).

CONCLUSION

Employees are widely regarded as an organization's most significant asset and the backbone of its success. As a result, an educational institution like Dr. Carlos S. Lanting College must retain its employees and lower its increasing five percent turnover rate to reduce replacement costs and disruption in organizational functions and thus provide better services to its clients and learners. In this regard, turnover intentions would be utilized as an operational measure of turnover since this likely predicts the actual behavior, and quality of work life factors are the proposed variables that could alleviate it.

The purpose of this research is to investigate whether the quality of work life factors, specifically development, participation, compensation, supervision, and work environment has an impact on turnover intentions. It is hypothesized that there is an inverse impact of quality of work life factors (development, participation, compensation, supervision, and work environment) on turnover intentions of employees at Dr. Carlos S. Lanting College. The Pearson correlation analysis indicates that the quality of work life factors significantly correlate with each other, and their relationship is regarded as high and strong based on their correlation coefficients. However, turnover intentions only have a negative correlation with the factors of compensation, supervision, and working environment. On the other hand, the multiple regression analysis showed that overall quality of work life significantly predicts turnover intentions of employees. However, only two hypotheses (H3 and H5) had been supported, which are the compensation and working environment factors that have a negative impact

on turnover intentions of employees at Dr. Carlos S. Lanting College. While person-organization fit theory was validated since it asserts that employees will likely remain in an organization if their needs are addressed, in this instance, employees at the institution will likely stay if their compensation and working environment demands are met.

In conclusion, if employees' compensation, whether financial or non-financial, increases and becomes more competitive in comparison to other institutions, and if their working environment is regarded to be conducive, safe, and non-toxic, therefore, turnover intentions of employees are likely to decrease. Hence, the management should place a greater emphasis on compensation and work environment factors in order to manage and reduce employee turnover rate. Implications from this research provided the management and the human resource department with information to focus on relevant factors that could reduce the turnover rate of employees in the institution. Consequently, given the awareness of the employees' needs through this research, the management should still implement helpful policies and programs as this will not only be beneficial to the employees but also to the institution over time. Finally, the scope of the study focused on the employees of Dr. Carlos S. Lanting College; therefore, findings from this research could only indicate their perspective and might not be applicable to other companies.

RECOMMENDATION

Based on the research, it is necessary for the institution to treat their employees with utmost concern and attention for their needs, particularly in the aspects of compensation and work environment, to lessen their turnover intentions. Therefore, it is recommended that the management and human resource department should consider having a regular assessment of employees' perception of their working conditions as this could foster and promote greater employee satisfaction and reduce turnover intention.

Similarly, the management must compensate the employees adequately and needs to seriously work on creating a compensation scheme to addresses employees' compensation issues. In this regard, the institution should have clear a legislation related to pay packages and promotion policy of teaching and non-teaching employees according to their academic qualification, performance, and experience. Increasing compensation to reduce turnover intentions could be in the form of an increased salary, bonuses, fringe benefits, health insurance, and other benefits. Moreover, additional incentives and recognition may be offered to employees who have served the company for a long period of time and have performed excellently.

Furthermore, it is essential for the management to create a conducive work environment as this serves as a means of enhancing an employee's physical and psychological well-being. This could be achieved by encouraging a healthy, safe, and harmonious work environment for all employees, whether they work on-site at the school or remotely, and by implementing a comprehensive work policy specifically for the pandemic. To be more specific, management should encourage employees to be completely vaccinated and to adhere to health and safety protocols on a regular basis to minimize the risk of contracting the disease. Also, open communication with colleagues and immediate heads, as well as firms that respect employees' work-life balance, can contribute to a positive work environment. In addition, the organization should design further strategies to improve the above recommendations so that the performance and efficiency of employees could be improved, which can reduce turnover intentions ultimately. Likewise, the management should instigate further programs to understand why employees leave the institution and identify issues that attract and retain them in the institution. It is also recommended that future researchers could replicate the study to complement and validate its findings. Future research could examine more variables and factors of quality of work life as the current study only measured five factors. In order to improve reliability, it is suggested that future research could either broaden or narrow specific industries as different sectors may have distinctly different employment conditions that could influence employees' outlook. Likewise, it is recommended to further analyse the profile of the workforce such as their sex, age, education, tenure, category, and nature and its effect on the employees' turnover decision in order to widen the scope of understanding and shed more light in the field of the human resource. In-depth research can also further investigate how to solve the

turnover intention problem of companies based on the factors, as this could make the study more precise and informative. Finally, qualitative research design with the utilization of interviews with employees can be added into future studies as when both qualitative and quantitative research design is involved in the study, it can improve and enhance the results.

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