

Job Satisfaction and Intention to Leave: A Study of Financial and Internal Audit Executive Staff of Public Universities in Sri Lanka

C. G. Kothalawala¹ and S. M. A. K. Samarakoon^{2*}

¹Senior Assistant Internal Auditor, Internal Audit Division, University of Kelaniya

²Department of Commerce & Financial Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka

²ajanthasm@yahoo.com

* <https://orcid.org/0000-0002-0684-7160>

Abstract: This study aims to measure the relationship between job satisfaction and intention to leave among the Financial and Internal Auditing Executive officers in the Public-Sector Universities in Sri Lanka. The objectives of the study are; to measure the level of job satisfaction of financial and Internal Executive Officers in the Public Sector Universities in Sri Lanka, identify the factors affecting the level of job satisfaction of financial and Internal Executive Officers in the Public Sector Universities in Sri Lanka and examine the influence of the level of job satisfaction of Financial and Internal Executive Officers in the Public Sector Universities in Sri Lanka on their intention to leave. Two models were used to measure the influence of variables; Model A assessed the relationship between the selected job-related factors and the level of job satisfaction. Model B measured the relationship between job satisfaction and intention to leave. Data were analyzed using descriptive and inferential (correlation, multiple regression analysis) statistics. One hundred and thirty executive staff members were selected through Proportionate Stratified Random sampling method from the public-sector universities in Sri Lanka. Questionnaires were administered to gather data and 128 questionnaires were received. Five job related factors; salary, promotion, training and development, relationships with co-workers and working conditions were selected for the study. The study's findings show that there is a negative relationship between job satisfaction and intention to leave among the Financial and Internal Auditing Executive officers. Three factors; salary, relationship with co-workers and working conditions have shown a significant positive effect on the job satisfaction. Eexistence of negative relationship between job satisfaction and intention to leave from the organization will give signal for the authorities of higher education to consider that if the satisfaction is lower then there is a possibility of leaving from the organization.

Keywords: *Intention to leave, Job Satisfaction, Higher Education*

Introduction

Human capital is one of the key functions in determining economic and social status of a country in today's competitive global knowledge economy. In a constantly changing environment

and a rapidly advancing knowledge economy, higher education makes vital and many dimensional contributions for the well-being of the people. In a knowledge-based sector, the performance of the staff in Higher Education Institutions is important Since



employees of higher education institutes are the most significant assets and account for the highest segment of the cost. Educational Institutions at all levels have a responsibility for building wealth and developing capacity in order for them to meet challenges and help the nation to compete in a global knowledge economy. From this perspective, Higher Education Institutions' (HEIs) in Sri Lanka have a an opportunity for internationalization to emerge as world-class universities by building "intellectual capital" (Starategic Management Plan 2013-2017).The Higher Education Sector in Sri Lanka comprises 15 universities under the purview of the University Grant Commission (UGC), two universities established for Buddhist monks under the supervision of the MoHEHs and another 3 universities under the supervision of different ministries.

The achievement of the strategic goals strongly depends on the way of attracting, retaining and maintaining competent and satisfied employees in any institution. Since the universities are considered as institutions of higher learning which provide needs for the national development of both private and public sectors of the country. Moreover, they must be capable by themselves to ensure providing adequate continuously. Thus, it is important to assess the job satisfaction and factors which influence retention or leave those employees. According to, when considering the satisfaction and productivity data of an organization as a whole, it can be found that organizations with more satisfied employees tend to be more effective than the organizations with less satisfied employees.

Staff in universities and institutes categorized into two groups such as Teaching and Non-Teaching. Teaching staff refers to the Lecturers, Senior Lecturers, and Professors while Non-Teaching includes all others such as Administrators, Other Executive Staff, Librarians, Medical Officers, Clerical and Allied staff, Skilled/Semi Skilled/Unskilled. Academic Support and other Academic Staff do not belong to the Teaching Staff (Sri Lanka University Statistics, 2015). Because of the prominent role performed by the University Financial and Internal Auditing Executive officers, the importance of their job satisfaction for the achievement of the organization's goals, the existing level of job satisfaction and its influential factors should precisely be investigated in order to have a smooth function of the system. The study of job satisfaction is a relatively important phenomenon. Locke (as cited in Desai, 1995), mentioned that the continuance of further work on the job satisfaction can be viewed as an end in itself. Moreover, it should be studied further because it contributes to other attitudes and outcomes.

Over the past decades, there have been a large number of researches that have investigated job satisfaction and to the intention leave. A research study conducted to assess the impact of four facets of job satisfaction on turnover intention among faculty members of universities of Rawalpindi/Islamabad, they concluded that the remuneration, supervisory support and work life policies as important factors behind turnover intentions than recognition and rewards. Findings of the study pointed out that compensation packages, work life policies and supervisory support can

be used effectively by university administrators to reduce turnover intentions (Zahra, Irum, SaadMir, & Chishti, 2013). Comprising of lecturers, readers and professors from various faculties of one of the state universities in Turkey, a study investigated the relationship between university faculty members' intention to leave with respect to job satisfaction variables revealed that there was a negative but insignificant relationship between intrinsic factors and intention to leave (Altunoğlu & Sarpkaya, 2012). Moreover, study conducted to assess the impact of different factors of job satisfaction on women employees' turnover intentions in public sector universities in Pakistan has found that flexible working hours, workplace location, performance appraisal, and skill utilization help determine these employees' level of job satisfaction and, in turn, their turnover intentions (Bushra, 2012).

Over the past decades, there have been a large number of researches done on job satisfaction, and the intention of turnover but there were very few studies that have concentrated on finding the path that leads from job satisfaction to turnover intentions of university officers in Sri Lanka.

It is rare to find research conducted on assessing factors which affect job satisfaction and intention to leave among those officers in the public-sector universities in Sri Lanka. Hence, to explore the factors which affect job satisfaction and intention to leave and the relationship that exist among the officers of the Administrative level; especially in both Financial and Internal Auditing Executive fields in the Public-Sector universities in Sri Lanka is timely need

for the policy makers of university education such as Ministry of Higher Education and the UGC of Sri Lanka.

Problem Statement

Attraction and recruitment of highly experienced Financial and Internal Auditing professionals from the job market for the key posts such as Bursar and Internal Auditor represent a challenging problem in the national universities in Sri Lanka. It has been observed in the past that some of the universities were unable to fill the high-ranking positions such as Bursar from the job market despite calling for applications repeatedly. The salary and other fringe benefits available for these professional posts in the present public universities seem to be far below the market conditions and the benefits assigned to these posts will not attract the competent professionals in the job market. The problem arises to research that how far they are satisfied with their jobs in their capacity as professionals in the university system and whether there is an intention to leave if they are dissatisfied with their jobs.

Therefore, this research study intends to study what type of factors affect the level of job satisfaction and how it influence intention to leave among Financial and Internal Auditing Executive officers in the Public-Sector Universities in Sri Lanka.

Objectives of the Study

- i) To measure the level of job satisfaction among Financial and Internal Auditing Executive officers in the Public-Sector Universities in Sri Lanka.

- ii) To identify the factors affecting the level of job satisfaction of those employees.
- iii) To assess the relationship between job satisfaction and intention to leave among the Financial and Internal Auditing Executive officers in the Public Sector Universities in Sri Lanka.



Figure 01: Conceptual Framework of the Study

Source: Authors, 2016

Conceptual framework of the study consists of two parts. Part one assesses the five job-related factors namely salary, promotion, training and development, relationships with co-workers and working conditions on the job satisfaction. The second part of the conceptual framework were examine the influence of job satisfaction on intention to leave.

Hypotheses of the Study

According to the research questions and background information, the following eight hypotheses have been developed in order to address the research objectives:

H₁: The level of Job satisfaction of the Financial and Internal Auditing Executive officers in the government universities has a negative influence on intention to leave.

H₂: Salary of the Financial and Internal Auditing Executive officers in the government universities has a positive influence on overall job satisfaction.

H₃: The promotion of the Financial and Internal Auditing Executive officers in the government universities has a positive influence on overall job satisfaction.

H₄: The training and development of the Financial and Internal Auditing Executive officers in the government universities has a positive influence on overall job satisfaction.

H₅: Co-workers of the Financial and Internal Auditing Executive officers in the government universities has a positive influence on overall job satisfaction.

H₆: The working conditions of the Financial and Internal Auditing Executive officers in the government universities has a positive influence on overall job satisfaction.

Research Methodology

Population of this study is the number of executive officers who are holding the posts of Assistant Bursars/Assistant Internal Auditors and above in 18 Public Sector Universities in Sri Lanka. According to Sri Lanka University Statistics, (2015), 152 executive employees are Financial and Internal Auditing Executive officers of the HEIs established under the UGC. In addition, there are 08 Financial and Internal Auditing Executive officers in other three public sector universities considered for the population namely, Buddhist and Pali University of Sri Lanka (BPU), Budashrawake Bikku University (BBU); operated by the Ministry of Higher Education and Highways and General Sir John Kotelawala Defence University (KDU) operated under the Ministry of Defense. Total population of one hundred and sixty, hundred and thirty executive level officers were selected from the total population of one hundred sixty.

In this study, the questionnaire used was divided into four sections. Section A of the questionnaire, collects personal information including demographic and work characteristics of the respondents. Section B measures the level of employees' job satisfaction in terms of the selected variables. Questions were developed to measure each of the five factors of job satisfaction based on the studies of Spector (1985); Morris, Yaacob & Wood (2004); and Adeniji

(2011). Section C consisted of measuring overall job satisfaction of the respondents. The assessment was carried out using a five-point Likert-type scales ranging from '1' "strongly agree" to '5' "strongly disagree." The last section, Section D consisted of questions which measure the intention to leave the organization in the near future. The turnover intention was measured using five scale items. Three items are drawn from, the work of Jenkins (1993) and Kransz (1995) (as cited in Alam & Mohammad, 2010), modified to suit to the university environment in Sri Lanka. The intent to leave is scored using a five-point Likert-type scales ranging from '1' "strongly agree" to '5' "strongly disagree." The survey was conducted in two ways as a printed questionnaire which delivered and collected by the researcher personally to the respondents of the universities and institutes situated in Colombo and suburbs. For those who are working in outstation universities and institutions were emailed with a request to return by post after completing the same. Out of the 130 sample, 128 of the questionnaires were received.

A pilot test was carried out using a test – retest method on 20 June 2016 by selecting 20 respondents comprising Financial and Internal Auditing Executive staff members who are working on the researcher's working university and its attached institutes in order to confirm the validities of the instrument, face, and content validities. The comments were then used to make changes to the questionnaire before it was actually presented to the final participants. Cronbach alpha has been

used as the test to identify the scale reliability of this study.

Data collected using questionnaire was analyzed through descriptive statistics, a test of hypothesis, frequency distribution, correlation and multiple linear regression using the Statistical Package for Social Scientists (SPSS, version 20.0). Data collected from the interview and reviews of documents were interpreted qualitatively.

The regression analysis was carried for first part of the conceptual framework and Model B separately out to test the

impact of the job related factors on the job satisfaction as well as identify the relationship between the job satisfaction and the intention to leave the organization.

Analysis and Results

The following table 1 provides the Cronbach's alpha values for reliability test for the selected independent and dependent variables. Cronbach's alpha values of the variables are higher than the accepted level.

Table 1: Reliability Statistics

Dimension	No. of Items	Cronbach's Alpha Value
Salary	4	.745
Promotion	3	.706
Training and development	4	.829
Relationship with co-workers	3	.742
Working conditions	4	.867
Job Satisfaction	4	.756

Source: Survey Data, 2016

Regression Analysis for Model One

In the Model one, the salary, promotion, training and development, relationship

with coworkers, working conditions are the independent variables and job satisfaction is the dependent variable.

Table 2: Model Summary

Model	R	R Square	Adjust. R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.567 ^a	.321	.294	2.16388	.321	11.553	5	122	.000

a. Predictors: (Constant), Salary, promotion, training and development, relationship with coworkers, working conditions

b. Dependent Variable: job satisfaction

Source: Survey Data, 2016

According to the model, the explanatory power of five independent variables that represent the job related factors on job satisfaction dependent variable, is 0.321 (R^2), which indicates that 32% of the

variance is explained by the factors towards skillful workforce. There may be other factors which will affect to the job satisfaction.

Table 3: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.571	1.348		3.391	.001
	Salary	.223	.070	.244	3.177	.002
	Promotion	.152	.099	.138	1.542	.126
	Training & Development	.048	.072	.062	.671	.503
	Relationship with Co-workers	.290	.118	.199	2.455	.015
	Working conditions	.203	.064	.267	3.169	.002

a. Dependent Variable: Job satisfaction

Source: Survey Data, 2016

According to the regression coefficient (beta), the relationship with coworkers is the most essential factor on the job satisfaction which place the first, while the working conditions factor is the lowest affecting factor on dependent variable.

Further, Simple regression analysis was conducted to test the impact of the job satisfaction on intention to leave the current organization. Table 4 shows the model summary results.

Table 4: Model Summary – Influence of Job Satisfaction on Intention to Leave

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.327 ^a	.107	.100	2.54331	.107	15.107	1	126	.000

a. Predictors: (Constant), job satisfaction

b. Dependent Variable: intention to leave

Source: Survey Data, 2016

According to the results, the explanatory power of single independent variable that represent the job satisfaction on the intention to leave the current

organization dependent variable, is 0.107 (R^2), which indicates that 10% of variance is explained by job satisfaction factors towards intention to leave.

Table 5: Simple Regression Results of Model Two

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.919	1.252		12.717	.000
	Job Satisfaction	-.341	.088	-.327	-3.887	.000

a. Dependent Variable: Intention to Leave

Source: Survey Data, 2016

According to the above table number 05, the job satisfaction is a positive influence on intention to leave at p-value <0, 05. Therefore, variables of model B are accepted.

Hypothesis Testing

In the regression analysis, the following values are obtained in order to accept or reject the hypotheses.

Table 6: Results of Hypothesis Testing

Hypothesis	Relationship	Beta value	Sig value	Result
H1	There is a negative significant relationship between overall level of Job satisfaction and intention to leave among the university Financial and Internal Auditing Executive officers.	-0.341	.000	Accepted

Hypothesis	Relationship	Beta value	Sig value	Result
H2	There is a positive significant relationship between salary and the overall job satisfaction among university Financial and Internal Auditing Executive.	0.223	.002	Accepted
H3	There is a positive significant relationship between promotion and overall job satisfaction among the university Financial and Internal Auditing Executive.	0.152	.126	Rejected
H4	There is a positive significant relationship between training and development and overall job satisfaction among the university Financial and Internal Auditing Executive.	0.048	.503	Rejected
H5	There is a positive significant relationship between relationships with co-workers and overall job satisfaction among the university Financial and Internal Auditing Executive.	0.290	.015	Accepted
H6	There is a positive relationship between working conditions and overall job satisfaction among university Financial and Internal Auditing Executive.	0.203	.002	Accepted

Source: Survey Data, 2016

According to the regression analysis, the job-related factors namely; salary, relationship with co-workers and working conditions have positive significant impact on the job satisfaction. Further, the job satisfaction has negative significant impact on the intention to leave. Based on the findings H₁, H₂, H₅, H₆ (Table 6) are accepted according to the regression analysis as p value < 0 .05 and H₃ and H₄ are rejected because p value is greater than 0.05.

Findings and Conclusion

There is a negative relationship between job satisfaction and intention to leave among the Financial and Internal Auditing Executive officers in the system. These findings show that if there is higher satisfaction with someone's job, they have weak intention to leave the organization. The researcher was able to prove that, these findings were supported by the studies of Mohd Zin., Mohd Nor, Sakat, & Abang Naim (2012), Ghosh,

Rai, Chauhan, Gupta, & Singh (2015) and Saeed, Waseem, Sikander, & Rizwan (2014).

In the case of the selected job-related factors namely; salary, relationship with co-workers and working conditions have shown the significant positive effect on the job satisfaction. Although, promotion, training, and development didn't show a significant influence on job satisfaction. Further, the co-workers are the most influencing factor of the job satisfaction while the working condition has been shown the lowest effect on job satisfaction. These findings were supported by the studies of Alam & Mohammad (2010), Deeba, Usmani, Akhtar, Zahra, & Rasool (2015) Kuria & Alice (2012) and Fassoulis & Alexopoulos (2015).

Job satisfaction negatively influence intention to leave the organization. It means the authorities of higher education must consider the satisfaction level of the employees to minimize

labor turnover. The university authorities should favorably consider enhancing the present level of the job satisfaction associated with work-related factors such as salary, relationship with co-workers and working conditions of the Financial and Internal Auditing Executive officers in the public-sector universities in Sri Lanka.

Moreover, the relationship with co-workers is an essential factor in the job satisfaction which rank the highest, hence it is important to consider activities which lead to enhancing the good relationship among those employee categories within the University or Institute. For this purpose researchers propose to get necessary actions to improve the relationship among employees such as organizing an annual get-together, establishing welfare committees, conducting social related works etc.

References

- Adeniji, A. A. (2011). *Organizational Climate and job satisfaction among academic staff in some selected private universities in Southwest Nigeria* (Doctoral dissertation). Retrieved May 10, 2016, from <http://theses.covenantuniversity.edu>
- Alam, M. M., & Mohammad, J. F. (2010). Level of job stisfaction and intention to leave among Malayasian nurses. *Business Intelligence Journal*, 3(1), 123-135. Retrieved December 17, 2015, from www.saycocorporativo.com/saycoUK/BIJ/journal/Vol3N
- Altunoğlu, A. E., & Sarpkaya , P. (2012). Effects of burnout and job satisfaction on intention to leave. *African Journal of Business Management*, 6(29), 8564-8571. doi:10.5897/AJBM 11.2165
- Cronbach, L. J. (1951). Coefficient alpha and internal structure of tests. *Psychometrika*, 16(3), 297-334.

- Bushra, A. (2012). Job satisfaction and women's turnover intentions in Pakistan's public universities. *The Lahore Journal of Business*, 1(1), 59-77. Retrieved May 10, 2016, from <http://www.lahoreschoolofeconomics.edu>
- Desai, A. N. (1995). *Management strategies and organizational behaviour*. New Delhi: Ashish Publishing House.
- Deeba, F., Usmani, R. A., Akhtar, M., Zahra, T., & Rasool, H. (2015). Job satisfaction; among doctors working in public and private tertiary care hospitals of Lahore. *The Professional Medical Journal*, 22(10), 1373-1378. doi:10.17957/TPMJ/15.2816
- Fassoulis, K., & Alexopoulos, N. (2015). The workplace as a factor of job satisfaction and productivity; A case study of administrative personnel at the University of Athens. *Journal of Facilities Management*, 13(4), 332-349. Retrieved August 2, 2016, from <http://dx.doi.org/10.1108/JFM-06-2014-0018>
- Ghosh, P., Rai, A., Chauhan, R., Gupta, N., & Singh, A. (2015). Exploring the moderating role of context satisfaction between job characteristics and turnover intention of employees of Indian public sector banks. *Journal of Management Development*, 34(8), 1019-1030. Retrieved December 17, 2015, from <http://dx.doi.org/10.1108/JMD-10-2014-0138>
- Kuria, S. S., & Alice, O. (2012). Assessment of causes of labour turnover in three and five star-rated hotels in Kenya. *International Journal of Business and Social Science*, 3(15), 311-317. Retrieved August 2 2016, from <http://www.ijbssnet.com>
- Küskü, F. (2001). Dimensions of employee satisfaction: A state university example. *METU Studies in Development*, 7(1), 399-430. Retrieved May 10, 2016, from https://www.researchgate.net/profile/Fatma_Kueskue2/publication/230787191_Dimensions
- Ministry of Higher Education & Highways*. (n.d.). Retrieved September 12, 2016, from <http://www.mohe.gov.lk/index.php/en/about-ministry/overview>
- Mahdi, A. F., Mohd Zin, M. Z., Mohd Nor, M. R., Sakat, A. A., & Abang Naim, A. S. (2012). The relationship between job satisfaction and turnover intention. *American Journal of Applied Sciences*, 9(9), 1518-1526. Retrieved December 17, 2015, from <http://thescipub.com/PDF/ajassp.2012.1518.1526.pdf>
- Morris, D., Yaacob, A., & Wood, G. (2004). Attitudes towards salary and promotion in the Malaysian higher educational sector. *Employee Relations*, 26(2), 137-150. Retrieved September 19, 2015, from <http://dx.doi.org/10.1108/01425450410511052>
- Robinson, S. P., & Jude, T. (2009). *Organization Behaviour*. New Delhi: Prentice Hall.

- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning & Development*, 4(2).
doi.org/10.1108/09513579410050371
- Saunders, M., Lewis, P., & Thornhill, A. (2005). *Research methods for business students*. Delhi: Pearson Education.
- Spector. (1985). Job satisfaction survey. *Taking the Measure of Work: A Guide to Validated Scales for Organizational Research and Diagnosis*. (D. L. Fields, Ed.) Thousand Oaks: Sage. Retrieved May 10, 2016, from <http://dx.doi.org/10.4135/9781452231143.n1>
- Sri Lanka University statistics-2015. (n.d.). Retrieved June 30, 2016, from <http://www.ugc.ac.lk/en/component/content/article/1709-sri-lanka-university-statistics-2015.html>
- University Grant Commission of Sri Lanka. (n.d.). Retrieved June 30, 2016, from <http://www.ugc.ac.lk/en/publications.html>
- University Grant Commission of Sri Lanka. (2015, June). Retrieved September 12, 2016, from <http://ugc.ac.lk/en/component/content/article/1709-sri-lanka-university-statistics-2015.html>
- Zahra, S., Irum, A., SaadMir, & Chishti, A. (2013). Job satisfaction and saculty turnover intention: A case of Pakistani universities. *Journal of Business and Management (IOSRJBM)*, 9(2), 83-89. Retrieved May 10, 2016, from <http://www.iosrjournals.org>