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### JOB SECURITY VERSUS TURNOVER INTENTION OF PRIVATE SCHOOL TEACHERS IN KHYBER PAKHTUNKHWA, PAKISTAN

Muhammad Uzair<sup>1</sup>, Dr. Azizullah Jan<sup>2</sup>, Dr. Ateeq Ahmad Tariq<sup>1,2</sup>, Dr. Ihsan Ullah Khan<sup>3</sup>

<sup>1</sup>University of Peshawar Pakistan

<sup>2</sup>University of Chitral, Pakistan

<sup>3</sup>University of Swat

#### Article Info

\*Corresponding Author

Email Id: [aziz.jan@uoch.edu.pk](mailto:aziz.jan@uoch.edu.pk)

#### Abstract

The study was conducted on the topic of “Assessment of Association between Job Security and Turnover Intention of Private School Teachers in Khyber Pakhtunkhwa, Pakistan”. The main objective of the study was to identify the factors instigating the private schools in respect of teachers’ jobs protection and their turnover intention. The data was collected from teachers by adopting multi-stage sampling technique. In the 1<sup>st</sup> stage, 10 schools were selected by using purposive sampling, followed by quota sampling to give equal representation to male and female teachers from each school, making the total sample size of 100. In each sampled gender, randomization was applied. The nature of the study is quantitative and questionnaire was used as tool of data collection from the respondents. Both uni-variate and bi-variate analyses were carried out. Uni-variate analysis was done through frequencies and percentages while bi-variate analysis was done through chi-square. On the basis of findings in the study highly significant association ( $P=0.000$ ) was found between the independent variable statement teachers feel anxiety/depression because of job insecurity and turnover intention. Also, the study recommended that the Government of Pakistan must pass an act of Employees’ for their job protection and availing other Government facilities. It is the responsibility of the government to ensure the implementation of the act.

#### Keywords

Anxiety; private school teachers;  
Employment Issue, turnover motives



## 1. Introduction

After having adequate remuneration, the other attractive factor in employment is job security. Job security refers to the security of an employment in same profession or occupation with the same organization. Similarly, employment security refers to the confidence and ability to find or create employment based on your own human capital. Job insecurity is a state of mind of employed people threatened by unemployment. It also refers to a sense of hopelessness to continue the current employment due to threatening situations. Aspects of job insecurity comprise the value of job characteristics, perceived threats to job characteristics and the feelings of helplessness to retain the current position. Black and Edwards (2000) stated that financial crises play important role in restructuring of organization which affects the strategies of organizations for achieving its goals. These drastic changes lead to job security issues and turnover intention of employees because it deteriorates the loyal behavior of employees. Turnover intention expedites with the growing job insecurity. The strategy of downsizing is adopted by the organization to avoid the adverse effects of financial crises. This situation leads to bring negative changes in the attitude, behaviors, loyalty and trust of employees because of job insecurity (Sadykova, 2016).

Job insecurity develops withdrawal behavior among employees such as frequent absenteeism and turnover intention (Hellgren & Sverke, 2003). Employees who feel unsure about holding their existing employment, they search a secure

employment. Job insecurity leads to searching alternative secure job which subsequently causes turnover intention (King, 2000). There is a significant relationship between job insecurity and employees' turnover intention. Volatile and uncertain working conditions lead to low morale of employees. Therefore, job insecurity causes turnover intention. Discontinuation of current job with organization not only deprives the employees from job benefits; for example, salary, promotion and other fringe benefits but also affects employees' psychological wellbeing. Job insecurity leads to employees lack of responsibility and interest at workplace which in turn detaches the employees emotionally from the organization and develops turnover intention. Job security is one of the important dynamics for the satisfaction of employees economic, social and development needs (Hellgren & Sverke, 2003). Psychological phenomena such as burnout develop after experiencing job insecurity. This situation leads to fatigue and diminishes employees' energy during working hours. Burnout has adverse effect on employees and develops suspicions regarding their work condition effectiveness. There is positive relationship between burnout and job insecurity. Employees become powerless to handle long-term effects of stress because of job insecurity (William *et al.*, 2010).

## 2. Literature Review

Literature verifies the adverse effects of job security on employees' behavior towards organizations and their elements such as job

satisfaction, organizational trust, physical and mental well-being of employees. Stress theory also postulates that job insecurity affects work behavior and turnover intention. Job insecurity is a stressor which could lead to extreme and undesirable work demands which in turn impede employees work accomplishment (Hellgren & Sverke, 2003). Therefore, employees adopt withdrawal method from work to offset stress. Behavioral withdrawal emerges to diminish performance, intention to stay and regularity of employee. King (2000) revealed that psychological stressors are linked with job satisfaction. These factors connected with job withdrawal which is called turnover. As a result, job insecurity has adverse outcome on behaviors of employees. However, Reppenning (2000) cited that job insecurity influences performance of employees as well as their turnover intention. Fear of losing of employment motivates them to show interest in performing responsibilities in order to cope with the threat of losing the job. Evidently, higher performers face lower risk of termination compare to poor performer. Job insecurity motivates employees to increase organization success and improves security of employees. Employees threatened with termination demonstrated high performance compared to employees not threatened by terminations. Hellgren & Sverke (2003) found association between job security and turnover intention. Nevertheless, research studies findings are contradictory. The contradictory results cannot be reconciled until a rigorous research is carried out.

Yousef (1998) found association between job security and turnover intention. Employees who have job security, show less tendency to quit organizations. Employees of Japanese organizations outperform and demonstrate dedication to their work because of job security. Bhuian & Islam (1996) confirmed association between satisfaction with job security and turnover intention of returned workers of Saudi Arabia. Stability of employment is the most important pattern of turnover intention. Job insecurity of employees leads to lack of responsibility of workers and alienation from work environment which compels the workers to quit organization. Organizations which provide priority to job security of workers, have low turnover intention. Employment incentives such as job security and seniority lead to high commitment, employees' satisfaction and retention in organization. Job dissatisfaction materializes from job insecurity (Min, 2007). Once the government appoints a person as teacher, he/she acquires the surety concerning their job future. Fear of losing their job is vanished despite their poor performance. Private school teachers do not have permanent employment which puts them in vulnerable situation. Generally, fresh graduates are appointed as teachers in private schools without acquiring any training. These young appointees are terminated and are replaced with new teachers when summer vacation is completed in order to avoid giving them salaries during vacations. Students poor performance also leads to

termination of teachers in private schools (Reisel & Banai, 2002).

### **3. Conceptual Framework**

The conceptual framework for this study consists on an independent and dependent variable. The dependent variable consists of the intention of teachers' turnover and independent variable was no job protection.

### **4. Research Methodology**

This study was conducted in District Peshawar, capital district of Khyber Pakhtunkhwa province. Compared to other districts of the province, district Peshawar is the center of business, recreation and particularly the hub of educational institutions. There are innumerable schools, colleges, professional training institutions and higher education institutions. The rationale behind the selection of District Peshawar was its diversity in schooling systems and educational institutions. Male and female teachers of private sector schools in Peshawar were interviewed. When the population is dispersing geographically, the multistage sampling is feasible technique for the collection of data. Multistage sampling is a type of sampling technique by which certain stages are developed in data collection through diverse techniques inclusive therein and then from each stage sample units are drawn (Singleton et al., 1999). In this study, the multistage sampling was restricted to three stages. In the 1<sup>st</sup> stage, 10 schools were selected by using purposive sampling and such schools had at least 20 or more than twenty teachers. Bryman (2014) defines

purposive sampling as a sampling technique for selection of cases as per the criteria devised by the research for addressing the research question. In the 2<sup>nd</sup> stage, quota sampling was used by which 50 male and 50 female teachers were selected for data collection. In quota sampling, respondents are grouped on the basis of some common characteristics (Kothari, 2004). In the 3<sup>rd</sup> stage, data was randomly collected from respondents in each target stratum. As a sampling technique in which each element of the target population is given chance to be selected in the sample (Neuman & Robson, 2014). In order to acquire the primary data on the issue under consideration, a comprehensive and well-thought questionnaire was constructed. For ascertaining the attitude of the respondents, attitudinal scale known as "Likert Scale" was used in data collection. In order to bring simplicity and ease in the tool of data collection for the respondents 03 points Likert Scale questionnaire was administered to the sampled respondents. Data analysis is one of the important stages in research process. After data collection, the data was analyzed through SPSS. In quantitative research, statistical explanation is a requirement through bi-variate analyses. Bi-variate analysis was implied through chi-square test. Pearson, a statistician, is the inventor of the chi-square formula. He published a research paper in 1900 and justified the formula. He sought association between two qualitative variables through chi-square.

**Table 1:** Depicts the sampling frame.

Stage	Population	Sampling Technique	Sample Size
1 <sup>st</sup>	Private schools	<b>Purposive Sampling</b>	10 schools: 05 each from individually owned schools and system based schools, with not less than 20 teachers of both sexes in each school
2 <sup>nd</sup>	Male & Female Teachers	<b>Quota Sampling</b>	A total 100 respondents were selected with 50% representation to each gender. Five male and five female teachers from each school were selected
3 <sup>rd</sup>	Teachers	<b>Random sampling</b>	100 respondents were selected from each sampled groups under simple random sapling

#### 4.1. Uni-Variate Analysis

Uni-variate analysis was carried out through frequencies and percentages. The following tables depict the results.

#### 4.2. Job Security and Turnover Intention

Table No. 10 demonstrates the view of the respondents regarding job insecurity. Job insecurity compels employees to quit the organizations. When asked about secure future in private school teaching, majority of the respondents i.e. 60% affirmed that private school teaching does not give a secure future whereas 38% negated the statement and only 2% remained unresponsive. Similarly, 49% of the respondents claimed that teacher's chances of development are too meager in private school teaching, 41% did not agree with the statement, 10% did not know about the statement. Majority of the respondents i.e. 66% did not agree with the statement that teachers are terminated without any reasons, 30% agreed while 4% remained unspoken about the statement. Similarly, 52% stated that they were unsure for future earnings in the existing position, 46% negated the statement, 2% remained undecided. 47% of the respondents agreed that termination is

also made on unintentional mishaps, with the same extent i.e. 47% disagree with the statement, 6% were unaware about the situation. 56% of the respondents did not agree with the statement that teachers can also be fired for remaining absent because of illness, 40% showed agreement with the statement, 4% remained unresponsive. The table further depicts that 59% of the respondents claimed that they feel anxiety/depression because of job insecurity, 38% did not agree with the statement, 3% of the respondents remained undecided. The table also illustrates that 58% of the respondents stated that job insecurity affected their performance, 36% did not agree with the statement, 6% did not know. Similarly, overwhelmingly majority of the respondents i.e. 84% claimed that job insecurity affected their lives, 12% negated the claim, 4% remained unresponsive.

#### 4.3. Bi-Variate Analysis

Bi-variate analysis was carried out to measure the association between independent variables and dependent variable. The results have also been linked with the previous studies in line.

**Table 2:** Job Security and Turnover Intention

Statement	Agree	Disagree	Don't know	Total
Private school teaching does not give a secure future	60	38	2	100
Teachers chances of development is too meager in this profession	49	41	10	100
Teachers are terminated without any reasons	30	66	4	100
Teachers are unsure for future earnings in existing position	52	46	2	100
Termination is also made on unintentional mishaps	47	47	6	100
Teachers can also be fired for remaining absent because of illness	40	56	4	100
Teachers feel anxiety/depression because of job insecurity	59	38	3	100
Job insecurity affects teachers' performance	58	36	6	100
Job insecurity affects teachers personal life	84	12	4	100

Source: Field Survey September, 2017

**Table 3:** Association between Job Security and Turnover Intention

Statements of independent variable (Job Protection/Job Security)	Turnover intention			Total	Statistics	
	Agree	Disagree	Don't know			
Private school teaching does not give a secure future	Agree	39	21	60	(P=0.031) ( $\chi^2=10.609$ )	
	Disagree	15	19	38		
	Don't know	1	1	2		
	Total	55	41	4		100
Teachers chances of development is too meager in this profession	Agree	35	14	49	(P=0.001) ( $\chi^2=17.758$ )	
	Disagree	13	25	41		
	Don't know	7	1	2		10
	Total	55	41	4		100
Teachers are terminated without any reasons	Agree	21	8	30	(P=0.023) ( $\chi^2=11.338$ )	
	Disagree	31	33	66		
	Don't know	3	0	1		4
	Total	55	41	4		11
Teachers are unsure for future earnings in existing position	Agree	30	19	52	(P=0.818) ( $\chi^2=1.550$ )	
	Disagree	24	21	46		
	Don't know	1	1	0		2
	Total	55	41	4		100
	Agree	33	12	2	47	(P=0.018)

Termination is also made on unintentional mishaps	Disagree	20	26	1	47	$(\chi^2=11.852)$
	Don't know	2	3	1	6	
	Total	55	41	4	100	
Teachers can also be fired for remaining absent because of illness	Agree	28	11	1	40	$(P=0.023)$
	Disagree	23	30	3	56	
	Don't know	4	0	0	4	
Teachers feel anxiety/depression because of job insecurity	Total	55	41	4	100	$(P=0.000)$
	Agree	43	14	2	59	
	Disagree	10	26	2	38	
Job insecurity affects teachers' performance	Don't know	2	1	0	3	$(P=0.002)$
	Total	55	41	4	100	
	Agree	41	15	2	58	
Job insecurity affects teachers personal life	Disagree	12	23	1	36	$(P=0.009)$
	Don't know	2	3	1	6	
	Total	55	41	4	100	
	Agree	52	28	4	84	$(P=0.009)$
	Disagree	3	9	0	12	
	Don't know	0	4	0	4	
Total	55	41	4	100		

Source: Field Survey September, 2017

#### 4.4. Association between Job Security and Turnover Intention

Table No. 17 depicts association between the statements of independent variable i.e. job insecurity and turnover intention. The first statement of the variable private school teaching does not give a secure future and turnover intention showed significant association ( $P=0.031$ ). This finding of the study is supported by the research study of Reisel & Banai (2002). Likewise, the association between teachers' chances of development is too meager in this profession and turnover intention was also found significant ( $P=0.001$ ). Reisel & Banai (2002) again support this finding of the current study. Furthermore, the association between the statement teachers are terminated without any reasons and turnover intention was also found significant ( $P=0.023$ ). The same idea was also

presented by King (2000) in the findings of his research study. However, a non-significant association ( $P=0.818$ ) was found between teachers are unsure for future earnings in existing position and turnover intention. Though the previous research studies confirm the statement; however, my study findings do not confirm it. A significant association ( $P=0.018$ ) was found between termination is also made on unintentional mishaps and turnover intention. Reisel & Banai (2002) study confirmed this research finding. The association between teachers can also be fired for remaining absent because of illness and turnover intention was found significant ( $P=0.023$ ). Hellgren & Sverke (2003) confirms the findings. A highly significant association ( $P=0.000$ ) was found between the independent variable statement teachers feel anxiety/depression because of job

insecurity and turnover intention. Hellgren & Sverke (2003) argues that there is inverse relationship between job security and mental well-being. The statement job insecurity affects teachers' performance and turnover intention, the association between them was found significant ( $P=0.002$ ). Repenning (2000) also found negative relationship between job insecurity and employees' performance. A significant relationship between the independent variable statement job insecurity affects teachers' personal life and turnover intention was found significant ( $P=0.009$ ). Hellgren & Sverke (2003) also perceived that job insecurity affects social and development needs of the employees.

## 5. Conclusion

Turnover intention has been considered an issue in all types of organization throughout the world. It was observed during the course of the research that various factors had significant impacts on turnover intention. In every organization, the role of management cannot be overlooked. Negative attitude of management of private schools compels teachers to develop turnover intention. Similarly, job insecurity was also the antecedent of turnover intention. Unavailability of pension such as monthly payments after retirement, lump sum amount, and unavailability of health benefits, financial benefits for their dependents and free education for the teachers' children after retirement are the contributing factors of turnover intention. It is a natural desire of each employer to have a secure job. However, the private schools' teachers work an uncertain situation in terms of

job security. The private school teachers can be terminated any time because of their no job security. Also, the study recommended that the Government of Pakistan must pass an act of Employees' for their job protection and availing other Government facilities. It is the responsibility of the government to ensure the implementation of the act.

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