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**EMPLOYEE ENGAGEMENT, JOB SATISFACTION AND
INTENTION TO QUIT AMONG ADMINISTRATIVE
STAFF: GOVERNMENT UNIVERSITIES IN SRI LANKA**

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ABSTRACT

This paper is to determine variables Employee Engagement, Job Satisfaction and the Intention to Quit. The review showed a positive relationship between Psychological Empowerment and Job Satisfaction as well as the negative relationship between Employee Engagement and Intention to quit and Job Satisfaction mediates the relationship between Employee Engagement and Intention to Quit

KEYWORDS: *Employee engagement, job satisfaction and intention to quit .job satisfaction, universities*

1. INTRODUCTION

Sri Lanka is being situated in a strategically important location; connecting to global Economy via five hubs is an easy task. It is in a strong position to become regional knowledge hub and as a regional knowledge hub can connect to emerging economies in the Asian region, lubricant affluent the Middle East, cutting-edge economies in western and evolving Africa. Universities are integrated part of a society and also apart from society. Apart means it provide a platform to understand the world as it is and re-imaging the as it has to be.

Rio+ Centre established in Brazil is engaging in the creation and dissemination of knowledge both locally and globally. Several UN organisations have supported the launch of Higher Education Sustainability Initiative, committing Universities around the world to:

- Includes sustainable development concepts into core curriculum across all disciplines and teach ;
- Enhancement research on sustainable development;
- Provide concept of green campus to stakeholders;
- Backing communities for their sustainability efforts ;
- Involve with and disseminates results through global frameworks

(Source: GUNI, 2014)

Universities can play a significant role to produce the required human capital. Therefore, the administrative staffs who help to produce quality graduates should be happy workers in the system. Identification of their satisfaction levels and actions to mitigate dissatisfaction would be the necessity of the hour in order to provide excellent service to stakeholders. Therefore, it is evident that government universities have to play a significant role as they absorbed best students out of advanced level examination in Sri Lanka to produce knowledge workers in a knowledge-based economy. Administrators of these universities are playing a vital role to produce quality and relevant graduates on time. Their satisfaction level is impacting on their efficiency. As such identification of their satisfaction level and taking measure to reduce the dissatisfaction and increase the satisfaction is the need of the hour. Further, after 2010, in the postwar era, there are 21 international universities started their academic activities in Sri Lanka. The external opportunities create much staff to leave the government universities or external applicants to not to apply for critical positions in universities such as registrars, bursars and directors.

There are many vacancies for Registrars and Bursars in the university system. Also, many other

Administrative posts are also vacant. Therefore, levels of job satisfaction among staff are to be identified. It is better to measure it soon and identify the level of magnitudes to avoid brain drain if the government universities are to run in an efficient way to provide excellent service to its stakeholders.

Lives of people inside the organisation are affected by job satisfaction. According to the study of Farage, Cass & Cooper (2005, as cited in Tatsuse & Sekine 2010) job dissatisfaction can result to severe mental health problems burnout, low self esteem, depression, anxiety and even some leading to coronary heart disease (Hemingway & Marmot, 1999 as cited in Tatsuse & Sekine 2010; Sales & House, 1971 as cited in Tatsuse & Sekine 2010). Burnouts, on the other hand, have an adverse effect on job satisfaction, including emotional exhaustion and depersonalization (Ozyurt & Hayran, 2006).

1.1. A brief history of University System in Sri Lanka

Sri Lanka had only one university called "The University of Ceylon" which was incorporated in 1942 by amalgamating The University College and The Ceylon Medical College (1870) at the time we gained independence. This was a transplant from England and English was the medium of instruction. The university was autonomous and consists of organs such as The Court, the Council and the Senate. The University of Ceylon becomes two separate universities in 1967. In 1958, Vidiyalankara and Vidyyodaya Pirivenas were raised to university status. University of Jaffna, Moratuwa, Ruhna, Eastern and the Open University of Sri Lanka were established under the Higher education Act of 1978. Rajarata, Sabaragamuwa and South Eastern universities were established during the years 1998 to 2000. University of Wayamba, Performing Arts, Uwa Wellassa University were established in the recent past. At present, there are 15 universities under the purview of UGC. The striking feature in the development of our university system has been the establishment of 16 numbers of postgraduate institutes and other institutes during the past 41 years. The universities of Sri Lanka have been governed for the past 36 years by the provisions of the Universities Act No 1978 and the amendments made to it in 1985 and the subsequent years.

The enactment of 1978 represents a compromise between the principle of university autonomy which was cherished by powerful and articulate sections of university academics and the need for regulating and coordinating university education by agencies of the state, a role in which the government had already exercised responsibility and authority for 40 years since 1966. The reorganisation of universities under the provisions of this Act proved to be successful and durable (S.Thilakarathna, 2000). However, the autonomy exercised by the universities in the period before 1966 was not restored entirely under the new

scheme. The elevation of the new campuses established in the period 1972-1977 to the status of universities; the establishment of the University Grant Commission and the University Services appeal board are among the principal changes introduced by this enactment in the university system. One of the principal considerations relating to the autonomy of universities is the power vested in the minister in charge of the university education as specially laid down in the Act. The new government is considering the concept of autonomous universities.

1.2. Objectives of the Study

The objectives of the paper are;

1. To determine the effect of Employee Engagement on Job Satisfaction,
2. To study the effect of Employee Engagement on Intention to quit.
3. To identify whether Job Satisfaction mediates the relationship between Employee Engagement and Intention to quit.

Encourage creative initiatives in new products and services; as well as enhances stakeholder satisfaction. The most critical challenges faced by organisations when implementing corporate governance structure is to ensure compliance. Organization boards must provide appropriate reward systems, top management support, explicit goals and appropriate organisational values that give every stakeholder a sense of belonging. Practitioners should scrutinise corporate governance mechanism in their organisations in order to enhance effectiveness.

This study will adapt the dimension of corporate governance by Molokwu et al. (2013), which includes; board effectiveness, board knowledge and board commitment.

The board should be useful and competent in diagnosing and evaluating events and trends in the larger environment that may hinder organisational effectiveness. Board of any given firms performed these three critical roles; provide strategic direction for the firm, control management as well provides advisory support. Minichilli, Zattoni and Zona (2009) posited that the evaluation of the board's effectiveness; these roles must check to see how much they were adequately performed.

Directors and executives knowledge and experience in the strategic organisational issues, such as competitive position in the industrial environment and their ability to examine performance will hinder or engender effectiveness. The knowledge and experience that board and executive members possess have a direct impact on how governance principle is applied and organisational goal achieved (Pukthuanthong & Sundaramurthy, 2009).

Several types of research have been conducted on organisational effectiveness and its relationship with other constructs. For instance; Obi-Anike and Ekwe (2014) examine the impact of training and development on organisational effectiveness in the selected public sector in Nigeria, and the findings indicate that there is a positive relationship between training and development and organisational effectiveness.

Ashraf and Khan (2013) conducted a study on organisation innovation and organisation effectiveness among employee of cellular companies in Pakistan, and their findings suggest a strong association between innovation and overall organisational effectiveness of a firm.

Amah (2012) carried out a study on corporate culture, and organisational effectiveness in Nigeria banking industry and the study results indicates that adaptability positively influences organisational profitability. Similarly, Hartnell, OU and Kinicki (2011) conducted a study on organisational culture and organisational effective in Arizona, and they concluded that cultures are different and positively associated with the effectiveness criteria.

Also, Dizgah, Chegini, Farahbod and Kordabadi (2011) conducted a study on employee empowerment and organisational effectiveness in the executive organisations in Iran, and the study shows that there is a positive relationship among employee empowerment and organisational effectiveness.

Chen and Yang (2005) in their study examines the relationship between organisational knowledge capabilities, knowledge sharing and organisation effectiveness among different industries located in Taiwan and the study concludes that there is a positive relationship between organisational knowledge capabilities, knowledge sharing and organisational effectiveness. From the prior studies that examined the relationship between corporate governance and organisational effectiveness as well as the moderating role of organisational culture in telecommunication firms in Nigeria, particularly Port Harcourt, Rivers State are sparse; thereby creating a gap in the literature. To bridge this gap, this study seeks to explore the relationship between corporate governance and organisational effectiveness in telecommunication firms operating in the city of Port Harcourt, Rivers State of Nigeria.

2. LITERATURE REVIEW

2.1. Employee Engagement and Job Satisfaction

Job satisfaction has defined as the extent to which an employee feel good at work and the degree to which an employee has positive emotions that they show during performing their work role (Robbins & Judge, 2007). Though studies found that job satisfaction as an outcome of employee engagement (Zopiatis et al.,

2014), there is an argument that it is found as the key driver of engagement (Yalabik et al., 2013) and it needs to be further investigated (Schaufeli & Bakker, 2010).

Further, researchers have suggested that Employee Engagement has positively correlated with job Satisfaction. The reason is that highly engaged employees are full of energy and have a strong association with their job that may help them to identify themselves powerfully in their working environment (Burke et al., 2009).

2.2. Job Satisfaction and Intention to Quit

" An Empirical Study on Causes and Effects of Employee Turnover Intention in a Public Sector Organization" and found that work environment has a significant role to play in turnover intention followed by salary level, organisational commitment, job satisfaction and co-worker relationship(Thaper & Padmawathy, 2017)

In Turkey, Masum et al. (2016) have researched "Job satisfaction and intention to quit: an empirical analysis of nurses in Turkey". This study aimed to identify the facets influencing job satisfaction and intention to quit of nurses employed in Turkey. Using a non-probability sampling technique, 417 nurses from six large private hospitals have been surveyed from March 2014 to June 2014. The nurses' demographic data, their job-related satisfaction and turnover intentions were recorded through a self-administered questionnaire. Nurses' job satisfaction was found at a moderate level with

2.3 Job Satisfaction and Employee Engagement and ITQ

At present, there are limited, if any, studies that directly assess the relationship between employee engagement factors, job satisfaction, and turnover intent. However, several studies within the past 20 years suggest the direction of the relationship. First, Lachman and Diamant (1987) stated that "models describing the psychological process that leads to resignation or the intention to resign assume a sequence from the work environment, through employees' affective reactions to it, to the decision to remain or leave the organisation".

In sum, there is much yet to discover with regards to the relationship between employee engagement factors, job satisfaction, and turnover intent (Berry & Morris,2008)

According to Lambert et al., (2001), job satisfaction served as a key, mediating variable between work environment and Intention to quit. In an international study, Huang and Van de Vliert (2003) reported that intrinsic job characteristics were linked more strongly with job satisfaction in more affluent countries with better governmental social welfare programs and that was more individualistic. Finally, Karsh, Booske, and Sainfort

(2005) found that job and organisational factors predicted both commitment and satisfaction both of which predicted turnover intentions among nursing home employees. As such;

2.4. Job Satisfaction

According to the Cambridge English Dictionary "Job Satisfaction" is well-defined as "the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing or the degree to which your work gives you the feeling". Many types of research have introduced clear definitions for the term "Job satisfaction". Locke (1976) stated it is an outcome of an evaluation of one's job experiences with special reference to positive individual's state or pleasurable event. Schultz & Schultz, (1994) moving beyond the "positive states" elaborated Job Satisfaction further as the positive and negative feelings and attitudes the people embrace towards their job. Accordingly, job satisfaction could be learned as an emotional state of mind that mirrors an emotional reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick., 1989; Lance., 1991; Russel & Price, 1988).

3. METHODOLOGY

3.1. The Review for the Theoretical Model

The theoretical framework according to Sekaran (2014) imparts the identification of the fundamental variables in the consideration, which are specific to the research problem. The theoretical framework of this study was developed using extant literature, which depicts the underlying disciplines of Spetizer (1995), Luthans et al. (2004), Appollis (2010).

3.2. Establishment of Survey Instrument

The survey instrument was established based on the literature review and the structured questionnaire using Likert scale 1 to 5(Dehkordi, Kamrani, Ardestani and Abdolmanafi 2011; Wang and Lee 2009; Carless 2004; Spreitzer G. , 1995 b; Spreitzer, Kizilos, & Nason, , 1997; Appollis ,2010; Luthans, Youssef & Avolio, 2006; Luthans, Avolio, Walumbwa, & Li, 2005 ; Luthans & Youssef,2004). All these studies were based on Psychological Empowerment and Job Satisfaction, Psychological Capital and Job satisfaction, the Likert scale 5 is deemed appropriate for this type of research as well. 3.3

Definitions for the Study

Definitions for the constructs are to be used for the study is given in Table 1.

Table 1. Definitions.

Variable	Definition	Source
Employee Engagement	Organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance	Khan, 1990
Job Satisfaction	As a pleasurable or positive personal state resulting from the appraisal of one's job	Locke (1976) Schultz (1994) Evans (1999)
Intention to quit	Conscious and deliberate willfulness to leave the organisation", "an attitudinal orientation or a cognitive manifestation of the behavioural intention to quit	R.P. Tett (1993) Elangov an (2001)

3.5 Specific Problem Area

Before 2010, in the prewar era, there were only 15 universities under the University Grant Commission (UGC) of Sri Lanka dominating the higher education sector within the country. In the post-war era, with the invasion of foreign universities, the state universities are in the intensified competition to attract students for fee levying programmes in their universities as well as retain their competent staff within the universities to provide quality, relevance and efficient service to the internal students as well as external students. Most experienced academics and administrators are joining the foreign universities as they offer remarkably higher fringe benefits than the present remuneration in the state universities. As of today, large no of vacancies exists for both higher grade academic and administrative staff; state universities cannot attract competent personals to take over these positions as well as retain their critical positions in staff due to the influx of foreign universities. Therefore, the students are affected due to inefficient service.

No specific studies have been undertaken in Sri Lanka about Job Satisfaction of Administrative Staff of Government Universities. Previous studies in Sri Lanka were focused mainly on the factors contributed to the Job satisfaction. Nevertheless, the importance of demonstrating the significance of Psychological Empowerment and Psychological

Capital on Job Satisfaction has never established within the higher education sector. Therefore, this literature review identified the three variables and constructs belongs to those variables have been incorporated research framework given in Figure I.

The inferences of this review would contribute immensely to the Higher Education sector in Sri Lanka and elsewhere in Asia, helping to identify the specific areas the universities need to focus on if they are to increase the retention of staff and improve the efficiency of their universities.

3.6 Development of Measures for the study

The Psychological Empowerment was measured using the study of Spreitzer (1995) entitled, "An Empirical Test of a Comprehensive Model of Intrapersonal Empowerment in the Workplace". The measurement of Psychological Empowerment used a Likert scale of 1 to 5. The respondents were asked to respond to each item in the instrument(1 = strongly disagree; 5= strongly disagree). The section was consists of 4 die-mentions, and each consists of 3 items.

The Psychological Capital (PhyCap) was sourced from Kappagoda (2016) and Luthens et al. (2004) entitled, "Human, Social, and New Positive Psychological Capital Management: Investing in People for Competitive Advantage". This section was consists of four die-mentions each composed of 3 items. Respondents were asked to rate each item (1 = strongly disagree; 5 = strongly agree).

Job satisfaction was measured using the work of Locke (1976) as cited by Kappagoda (2016), this section of the measurement instrument is composed of 16 items to be rated (1 = very dissatisfied; 5 = very satisfied). Intention to Quit measurement was taken from studies Tett, R.P (1993) and Elangovan (2003).

3.7 Research Framework

Based on the extensive literature review, the research framework was developed, and it is given below in Figure I.

Figure I. Research Framework



3.8. The Pilot Test to be conducted for the Study

The meaning of carrying out a pilot test is that it enables elimination of variables that do not meet the reliability criteria and recognise any other amendments required to carry out the primary research. 35 questionnaires to be sent to Administrative officers of the Open University of Sri Lanka (OUSL) and the University of Sri Jayewardenepura (SRIJ) 25 and 10 respectively.

4. DATA ANALYSIS

4.1 Demographic Variables

Personal information of the respondents was collected, and frequency analysis was carried out, and results are given below;

Table 2. Demographic Variables

	Frequency	Per cent	Cum. Per cent
<u>Age</u>			
Below 25 Years	2	.7	.7
25 to 35 Years	70	22.8	23.5
36 to 45 Years	121	39.4	62.9
46 to 55 Years	91	29.6	92.5
56 to 65 Years	23	7.5	100.0
<u>Gender</u>			
Male	163	53.1	53.1
Female	144	46.9	100.0
<u>Education</u>			
Diploma	18	5.9	5.9
Degree	115	37.5	43.3
Postgraduate	174	56.7	100.0
<u>Position</u>			
Junior Management	110	35.8	35.8
Middle Management	144	46.9	82.7
Senior Management	53	17.3	100.0
<u>Tenure</u>			
Less than 5 Years	74	24.1	24.1
5 to 10 Years	74	24.1	48.2
11 to 15 Years	56	18.2	66.4
16 to 20 Years	49	16.0	82.4
21 or Over	54	17.6	100.0

4.2 Multiple Regressions

Further to analyse the causes of job satisfaction multiple regressions tool was used in SPSS. The reason for using multiple regressions as a tool was that it reveals the relationship between the predictors and the dependent variable. It is the simultaneous amalgamation of multiple factors to measure how and to what degree they affect an inevitable consequence. The result of ANOVA is given below;

Table 3. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	19.078	1	19.078	51.085	.000 ^a
	Residual	113.907	305	.373		
	Total	132.985	306			

- a. Predictors: (Constant), Employee Engagement
- b. Dependent Variable, Job Satisfaction

This test is carried out to verify whether the complete regression model is a good fit for the obtained data. According to the above table, F (51.085) and p is .000<.005.

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.930	.261		8.914	.000
	Employee Engagement	0.374	0.52	0.379	7.147	.000

Multiple Regression equations:

$$Y = C + \beta X_n$$

Y= Prediction relationship of types of variables toward Job satisfaction

C= Constant value

β = Unstandardized coefficient

X= Dimension of Independent variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	p
1	.379 ^a	.143	.141	.61112	0.000

- a. Predictors: (Constant), Employee Engagement
- b. Dependent Variable: Job Satisfaction

Based on the above model summary, the value of R Square is 0.143 which as a percentage of 14%. The meaning is that independent variable can explain 14% of the variance in Job satisfaction. The independent variable refers to the Employee Engagement

The relationship between Job Satisfaction and Intention to quit

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5.505	1	5.505	7.174	.008 ^a
	Residual	234.051	305	.767		
	Total	239.557	306			

- c. Predictors: (Constant), Job Satisfaction
- d. Dependent Variable, Intention to quit

This test is carried out to verify whether the complete regression model is a good fit for the obtained data. According to the above table, F (7.174) and p is .000>.005.

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.300	.267		12.346	.000
	Employee Engagement	-.203	0.076	-.152	-.2678	.008

Multiple Regression equations:

$Y = C + \beta X_n$

Y= Prediction relationship of types of variables toward Job satisfaction

C= Constant value

β = Unstandardized coefficient

X= Independent variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	p
1	.152 ^a	.023	.02	.87600	0.08

a. Predictors: (Constant), : Job Satisfaction

b. Dependent Variable , Intention to quit

Based on the above model summary, the value of R Square is 0.023 which as a percentage 2%. The meaning is that independent variable can explain 2% of the variance in Intention to quit. The independent variable refers to the Job Satisfaction.

Testing mediation effect of Job Satisfaction between Employee Engagement and Intention to quit.

Mediation effect was tested using

“Bootstrapping“ method and results are given below

Table 5. Computation of Indirect Effect

Independent Variable	Employee engagement
Mediating Variable	Job Satisfaction
Dependent Variable	Intention to quit
Direct Effect	-0.2916
t- Value	-3.6283
Indirect Effect	-0.0644
Total Effect	-0.3560
Boot LLCI	-0.1228
Boot ULCI	-0.0120
Whether mediate yes or no	Yes

According to the Table 5, there is mediation effect as ULCI not closer to Zero.

5. SUGGESTIONS AND CONCLUSION

5.1 Suggestions

5.1.1. Improving Employee Engagement in the universities

The findings revealed that there is a significant positive relationship between Employee Engagement and job satisfaction among administrate staff of the government universities. The universities can improve employee engagement by;

- Promote and advocate for workplace engagement
- Lead informative sessions that educate managers and leaders about engagement
- Deliver the half-day Creating an Engaging Workplace course for managers
- Guide managers through the engagement process
- Assist managers in delivering useful individual conversations and team action planning sessions
- Empower managers to take the necessary steps to create engaging teams
- Provide ongoing coaching support to managers
- Giving emotional support

5.2 Conclusion

The prime objective of the study was to investigate the relationship between Employee Engagement, Job Satisfaction, Intention to quit and also to investigate mediating role of Job Satisfaction. The results revealed that there is a positive relationship between Employee Engagement and job satisfaction and job satisfaction mediates the relationship between Employee Engagement and Intention to quit. Therefore, universities should introduce activities proposed under suggestion to improve the level of job satisfaction among administrative staff.

5.4 Scope for Future Research

Since this study established that Psychological Empowerment and Psychological Capital having a significant relationship on Job Satisfaction, It is recommended that further studies should include more variables like employee engagement as well as more dimensions can be included to variables. Additional information from the third party such as peers, or superiors may provide information regarding the behaviour of the employees. This study is based on the higher sector only. The study can be extended to all service industries throughout the country

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