

Job Withdrawal Behaviour Among College Teachers

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ABSTRACT

The research tries to identify the influence of job insecurity and leadership behavior on job dissatisfaction and job withdrawal behaviour among college teachers in Cuddalore district. The data was collected from 50 Arts and Science College Teachers in Cuddalore district. The analysis discovered that there is direct effect of job insecurity and leadership behaviour on job dissatisfaction and job withdrawal behaviour. The research also identified that there is indirect effect of job insecurity and leadership behaviour on job withdrawal behaviour. Leaders of educational institutions can reduce the job withdrawal behaviors of teachers by promoting an integrated approach that includes socio-demographic factors and necessary norms. The above approach can reduce teachers' job withdrawal behaviors by creating clear rules, providing training programs, incentives and delegation of authority. Results for direct effect of job insecurity on job dissatisfaction and job withdrawal behaviour suggest that Educational institutions can reduce job dissatisfaction and job withdrawal behavior among teachers by reducing job insecurity.

Keywords: Job Insecurity, Leadership Behaviour, Job Dissatisfaction And Job Withdrawal Behaviour.

INTRODUCTION

This research focus on one aspect related to college teacher's job dissatisfaction. Viewing these phenomena from the perspective job insecurity, leadership behavior and job dissatisfaction cause a sense of distress that is harmful to the individual and the educational institution. The effect of job insecurity, leadership behavior, and job

dissatisfaction leads college teachers to adopt job withdrawal that disengage from the educational institution they work for. However, teachers working in private educational institutions have long been interested in withdrawal behaviors. Despite continuing to work, they show less engagement in work due to various reasons. In this study, the focus is on the three most popular indicators in the literature: job insecurity, leadership behavior, job dissatisfaction and job withdrawal behaviour.

REVIEW OF LITERATURE

Anxin Xu, Haimei Zeng, Qiuqin Zheng and Xiaofeng Su (2022) discovered that employees' work withdrawal behavior was influenced by leader's self-practiced knowledge hiding. The research also identified that employees' emotional exhaustion was influenced by leader's explicit knowledge hiding. Finally, the research discovered there is mediating effect of emotional exhaustion between employees' work withdrawal behavior and leader-signaled knowledge hiding (explicit knowledge hiding and self-practiced knowledge hiding).

Joris van Ruysseveldt, Karen van Dam, Peter Verboon and Anouk Roberts (2022) found that job design affects organisational cynicism and dedication. The research also found that job design contributes to combat employee withdrawal behaviour.

Kwang-Heum Park, Sa-Jean Youn and Jaeseung Moon (2020) found that perceived job insecurity mediated the relationship between withdrawal behavior and workforce restructuring. For instance, job satisfaction (Ivancevich & Matteson, 1980) and turnover intention (Arnold & Feldman, 1982) are negatively affected by job insecurity.

Giovanni Di Stefano, Gaetano Venza and Davide Aiello (2020) found that job insecurity negatively influence on job satisfaction and positively influenced on turnover intention.

Aziz Rhnima and Claudio Pousa (2017) discovered that influence of family interferences with work such as time and behavior on withdrawal behaviors. The research also identified that stress management (work interferences with family) such as time, strain and behavior influence on withdrawal behaviors.

James Manalel and Manu Melwin Joy (2016) discovered that employee withdrawal behavior was

negatively influenced by job satisfaction among employees working in IT industry.

Erdemli (2015) had identified that negative and significant relationship between the work-oriented sub-dimensions and physical and psychological withdrawal behaviors. The research also identified that low level positive and significant relationship between the delight-oriented dimension physical withdrawal behaviors. The author also identified that low level positive and significant relationship between delight-oriented sub-dimensions and psychological withdrawal behaviors.

Abdullah M. Al-Ansi, Kusdi Rahardjo and Arik Prasetya (2015) discovered that there is negative impact of leadership style job satisfaction. The research also identified that organizational commitment was positively influenced by job satisfaction. Wietske K. van der Kamp (2015) found that negative relationship between leadership behaviors and employee withdrawal behaviors.

Job insecurity is considered as the generally concern regarding the continued continuation of the employment in the future. Colquitt, et al. (2014) found that job insecurity positively effects job withdrawal behavior.

Xingshan Zheng, Ismael Diaz and Ningyu Tang and Kongshun Tang (2014) found that job insecurity has negative effects on job satisfaction. Sverke, et al. (2002) found similar result.

Elhameh HajiGhasemi and Elhameh HajiGhasemi (2013) identified that present of counter-productive behavior changes was negatively explained job satisfaction such as extrinsic satisfaction and inner satisfaction. The result showed that job satisfaction such as extrinsic satisfaction and inner satisfaction negatively influence present of withdrawal behavior changes.

Murat Yaslioglu, Ali Ozgur and Muhtesem Baran (2013) identified that job insecurity is negatively related to employee health and well-being as well as job and organizational attitudes.

FRAMEWORK



Figure 1: Conceptual framework

Limited research has been conducted related to job insecurity, leadership behavior, job dissatisfaction and job withdrawal behaviour. Hence, the study attempts to fill this gap by estimating the impact of job insecurity, leadership behavior on job dissatisfaction and job withdrawal behavior among college teachers. Below are my proposed hypotheses.

H1: Job insecurity has significantly influences job dissatisfaction among college teachers.

H2: Leadership behaviour has significantly influences job dissatisfaction among college teachers.

H3: Job insecurity has significantly influences job withdrawal behaviour among college teachers.

H4: Leadership behaviour has significantly influences job withdrawal behaviour among college teachers.

H5: Job dissatisfaction has significantly influences job withdrawal behaviour among college teachers.

NEED FOR THE STUDY

The findings of this study will help college management. This study will help to know whether the college teachers are satisfied who have received job satisfaction in their institution. This study also will help to identify the factors influencing job withdrawal behaviours. Findings from this study can help college management increase job satisfaction and decrease job withdrawal behaviours.

STATEMENT OF THE PROBLEM

Teachers' job withdrawal behaviors adversely affect the educational institutions (colleges). Internationally, workforce withdrawal behaviors consume around 15% of business organization's payroll (Faulk & Hicks, 2015). Job withdrawal behaviour and job dissatisfaction are business related constructs that have been extensively researched

and directly influenced by leadership style and job insecurity. A common problem in the educational institution is that faculty withdrawal behavior affects the effectiveness of an educational institution. A specific problem for the educational institution is that some educational institution leaders do not have the necessary procedures in place to mitigate or prevent the consequences of withdrawal behaviors.

OBJECTIVES

- To discover the influence of job insecurity, leadership behavior on job dissatisfaction among college teachers.
- To find out the influence of job dissatisfaction on job withdrawal behaviour among college teachers.

MATERIALS AND METHODS

In order to explore the influence of job insecurity, leadership behavior and job dissatisfaction on job withdrawal behaviour a descriptive research design is employed by the researcher. Data is collected from college teachers in Cuddalore district, Tamilnadu through a well-designed questionnaire. This descriptive research design is employed to explore the relationship between job insecurity, leadership behavior, job dissatisfaction and job withdrawal behaviour.

QUESTIONNAIRE DESIGN

Data is collected from college teachers in Cuddalore district, Tamilnadu through a well-designed questionnaire. The questionnaire construction for this study is divided into four parts. The first part of the questionnaire is a demographic profile of the college teachers, the second part is job insecurity, the third part is leadership behavior, the fourth part is job dissatisfaction and the fifth part is job withdrawal behaviour. The first part is set up as a category and the other three as a measuring scaling technique.

Table 1: Questionnaire Construction

S.No.	Variable	Items	Author
1	Demographic Profile	10	---
2	Job Insecurity	10	Stephen Taduvana (2016)
3	Leadership Behavior	7	Kira O. Foley and Stefanie Plemmons Shaughnessy (2021)
4	Job Dissatisfaction	15	Shamim Talukder, et al. (2014)

5	Job Withdrawal Behaviour	25	Erdemli (2015)
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RELIABILITY

Pilot study was done to confirm that the results of this research questionnaire are reliable. The questionnaires are verified by involving 50 Arts and Science College teachers. Based on the Arts and Science College teachers' opinion, some changes are made in the questionnaire. Cronbach's alpha tool is employed to test the reliability. All the variables of this questionnaire are above 0.70. The results show that it is reliable. This means that the questionnaire has a high reliability value.

Table 2: Reliability of the research

S.No.	Variable	Items	Cronbach's Alpha
1	Job Insecurity	10	0.83
2	Leadership Behavior	7	0.91
3	Job Dissatisfaction	15	0.94
4	Job Withdrawal Behaviour	25	0.83

Source: Primary data

SAMPLING TECHNIQUE

In this study, purposive sampling technique has been applied to collect the primary data from Arts and Science College teachers in Cuddalore district. In this way 50 Arts and Science College teachers are approached to collect the primary data.

STATISTICAL TOOLS

Path analysis is used to estimate model by probing the relationship between independent variables (job insecurity and leadership behaviour) on dependent variable (job dissatisfaction and job withdrawal behaviours). The researcher has employed the path analysis for influence of job insecurity and leadership behaviour on job withdrawal behaviours with respect to job dissatisfaction.

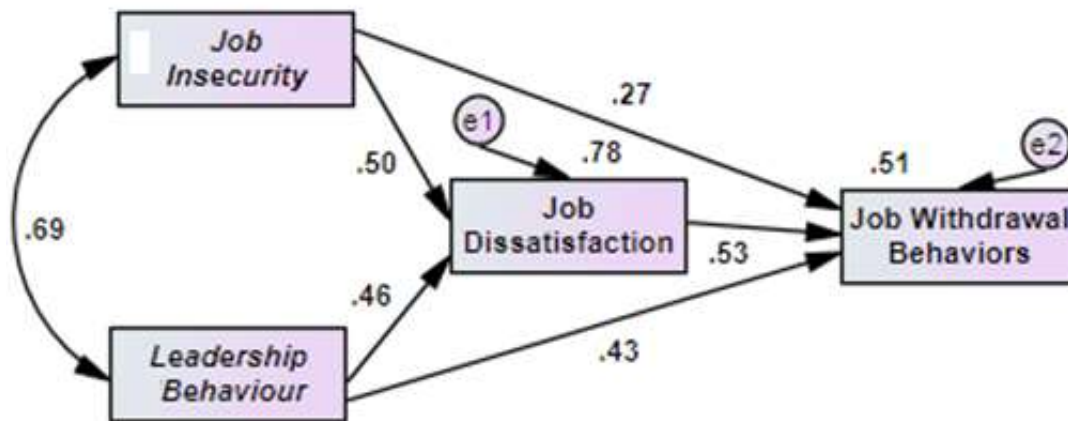


Figure 1: Influence of job insecurity and leadership behavior on job dissatisfaction and job withdrawal behaviour

Table 3: Model Fit Indication

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values (Premapriya, et al. 2016)
1	Chi-Square	4.107	---
2	p	0.072	> 0.050
3	GFI	0.988	> 0.90
4	AGFI	0.939	
5	CFI	0.988	
6	NFI	0.985	
7	RMR	0.044	< 0.080
8	RMSEA	0.036	

Source: Primary data

The table 3 presents the mode summary of impact of influence of job insecurity and leadership behavior on job dissatisfaction and job withdrawal behaviour. The path model presented, along with mode summary to verify the model fitness. The Chi-square statistic is 4.107 with $p > 0.05$. The table illustrates the model fit statistics such as RMSEA, RMR, NFI, CFI, AGFI and GFI. RMR and RMSEA are within than the recommended limit i.e., RMR and RMSEA is less than 0.08 (Indra, Balaji and Velaudham, 2020; Velaudham and Baskar, 2016). NFI, CFI, AGFI and GFI are within than the recommended limit i.e., NFI, CFI, AGFI and GFI is greater than 0.90 (Kantiah Alias Deepak and Velaudham, 2019; Velaudham and Baskar, 2015). All the model fit statistics imply a better model fit (Premapriya, et al. 2016; Victor and Velaudham, 2020).

Table 3: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Job Dissatisfaction	<---	Job Insecurity	0.334	0.020	17.019	0.500	0.001
Job Dissatisfaction	<---	Leadership Behaviour	0.461	0.029	15.766	0.463	0.001
Job Withdrawal Behaviour	<---	Job Dissatisfaction	0.548	0.071	7.715	0.531	0.001
Job Withdrawal Behaviour	<---	Job Insecurity	0.439	0.056	7.839	0.428	0.001
Job Withdrawal Behaviour	<---	Leadership Behaviour	0.186	0.039	4.805	0.269	0.001

Source: Primary data

H₁: Job insecurity has significantly influences job dissatisfaction among college teachers.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 17.019; β value is 0.500 and p value is significant. The value of β is 0.500 that Job insecurity explains 50 percent of the job dissatisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the Job insecurity significantly influence job dissatisfaction among college teachers. Xingshan Zheng, Ismael Diaz and Ningyu Tang and Kongshun Tang (2014) found that job insecurity has negative effects on job satisfaction. Sverke, et al. (2002) found similar result.

H₂: Leadership behaviour has significantly influences job dissatisfaction among college teachers.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 15.766; β value is 0.463 and p value is significant. The value of β is 0.463 that leadership behaviour explains 46.3 percent of the job dissatisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the leadership behaviour significantly influence job dissatisfaction among college teachers. Abdullah M. Al-Ansi, Kusdi Rahardjo and Arik Prasetya (2015) discovered that there is negative impact of leadership style job satisfaction.

H₃: Job insecurity has significantly influences job withdrawal behaviour among college teachers.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 7.839; β value is 0.428 and p value is significant. The value of β is 0.428 that

job insecurity explains 42.8 percent of the job withdrawal behaviour. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the job insecurity significantly influence job withdrawal behaviour among college teachers.

H₄: Leadership behaviour has significantly influences job withdrawal behaviour among college teachers.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 4.805; β value is 0.269 and p value is significant. The value of β is 0.269 that leadership behaviour explains 26.9 percent of the job withdrawal behaviour. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the leadership behaviour significantly influence job withdrawal behaviour among college teachers. Wietske K. van der Kamp (2015) found that negative relationship between leadership behaviors and employee withdrawal behaviors.

H₅: Job dissatisfaction has significantly influences job withdrawal behaviour among college teachers.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 7.715; β value is 0.531 and p value is significant. The value of β is 0.531 that job dissatisfaction explains 53.1 percent of the job withdrawal behaviour. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the job dissatisfaction significantly influence job withdrawal behaviour among college teachers. Elhameh HajiGhasemi and Elhameh HajiGhasemi (2013) found that job satisfaction such as extrinsic satisfaction and inner satisfaction negatively influence present of withdrawal behavior changes.

FINDINGS

The analysis discovered that there is direct effect of job insecurity and leadership behaviour on job dissatisfaction and job withdrawal behaviour. Xingshan Zheng, Ismael Diaz and Ningyu Tang and Kongshun Tang (2014) found that job insecurity has negative effects on job satisfaction. The research also identified that there is indirect effect of job insecurity and leadership behaviour on job withdrawal behaviour. Finally, the research discovered that there is direct effect of job dissatisfaction on job withdrawal behaviour. Elhameh HajiGhasemi and Elhameh HajiGhasemi (2013) found that job satisfaction such as

extrinsic satisfaction and inner satisfaction negatively influence present of withdrawal behavior changes.

CONCLUSION

The analysis discovered that there is direct effect of job insecurity and leadership behaviour on job dissatisfaction and job withdrawal behaviour. The research also identified that there is indirect effect of job insecurity and leadership behaviour on job withdrawal behaviour. Leaders of educational institutions can reduce the job withdrawal behaviors of teachers by promoting an integrated approach that includes socio-demographic factors and necessary norms. The above approach can reduce teachers' job withdrawal behaviors by creating clear rules, providing training programs, incentives and delegation of authority. Results for direct effect of job insecurity on job dissatisfaction and job withdrawal behaviour suggest that Educational institutions can reduce job dissatisfaction and job withdrawal behavior among teachers by reducing job insecurity.

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