



Examination of Job Leaving Intention Among Faculty Members of Islamic Azad Universities in Fars Province

Mohammad Rahsar¹, Alireza Ghasemizad²*, Pari Mashaikh³, Amin Bagheri Karachi⁴

1. PhD student, Department of Educational Management, Kazeran Branch, Islamic Azad University, Kazeran, Iran.
2. Associate Professor, Department of Educational Management, Kazeran Branch, Islamic Azad University, Kazeran, Iran (Corresponding Author).
3. Assistant Professor, Department of Curriculum Planning, Kazeran Branch, Islamic Azad University, Kazeran, Iran.
4. Assistant Professor, Department of Educational Sciences, Farhangian University, Tehran, Iran.

* **Corresponding author email address:** alirezaghasemizad@iau.ac.ir

Received: 2024-03-02

Reviewed: 2024-03-14

Revised: 2024-05-09

Accepted: 2024-06-20

Published: 2024-06-30

Abstract

In today's competitive environment, a skilled and motivated workforce is considered a key asset for organizations. Paying attention to their values and needs is a critical step toward achieving organizational goals (Khalatbari et al., 2013). As competition increases and human capital development methods expand, organizations strive to retain and empower their employees to enhance performance. However, they fear losing valuable human resources, particularly specialized employees, which is a significant challenge. The departure of these employees imposes high costs on the organization (Pitts et al., 2011). The objective of this study was to examine the job leaving intention among faculty members of Islamic Azad Universities in Fars Province. This descriptive-correlational research aims to explore relationships between variables in the current context. The statistical population included all faculty members of Islamic Azad Universities in Fars Province, comprising 700 individuals. Using Cochran's formula, the sample size was calculated as 208 individuals, but due to the possibility of incomplete responses, the final sample size was 200. The sampling method was quota sampling, and data were collected through a questionnaire developed by Moghimi (2009). The questionnaire's face validity was confirmed by experts, and Cronbach's alpha for reliability was 0.89. Data were analyzed using SPSS software. The results revealed that the average job leaving intention was below 3, with a standard deviation of 0.72. A significant difference was found between the job leaving intentions of male and female faculty members, with male faculty members having a significantly higher average (3.93) than female faculty members (2.01). Additionally, job leaving intention varied across faculties, with the highest rate observed in the Faculty of Dentistry (mean = 4.789) and the lowest in the Faculty of Chemistry and Materials (mean = 2.980). The findings highlight the importance of retaining skilled human resources, particularly faculty members, and the costs associated with losing them. Organizations can benefit from understanding the factors influencing job leaving intention, such as dissatisfaction and lack of opportunities, and taking steps to reduce turnover through supportive policies and practices. Addressing job-related issues and providing a positive work environment can help reduce job leaving intentions and improve organizational performance.

Keywords: *Job leaving intention, Faculty members, Islamic Azad Universities, Fars Province*

How to cite this article:

Rahsar M, Ghasemizad A, Mashaikh P, Bagheri Karachi A. (2024). Examination of Job Leaving Intention Among Faculty Members of Islamic Azad Universities in Fars Province. *Management Strategies and Engineering Sciences*, 6(2), 25-30.



1. Introduction

Today, an efficient and motivated workforce is considered one of the most critical assets of any organization. Addressing their values and needs is a crucial step toward achieving organizational goals [1]. Therefore, the importance of retaining human resources as valuable organizational assets has garnered significant attention from researchers and managers. With increasing competition and the expansion of human capital development methods, organizations aim to retain and empower their employees to maximize their performance. However, they also fear losing their workforce, especially specialized and valuable employees, which poses a significant challenge, as the departure of these employees incurs considerable costs for the organization [2].

Job leaving intention refers to the cognitive process of thinking, planning, and deciding about the likelihood of leaving one's job within a certain period. It generally reflects employees' interest in seeking alternative employment and leaving the organization [3].

Modern organizations no longer have the luxury of time enjoyed by organizations in the past, and they must constantly update their capabilities to remain competitive. In this highly competitive environment, efficient human resources are the key drivers of progress and development [4]. Organizations now work to retain their talented employees and empower them to exhibit high levels of performance. However, the job leaving of key employees has become one of the most significant concerns in human resource management in leading organizations, as organizations invest heavily in training, developing, and preparing employees to reach optimal productivity. Losing valuable employees not only leads to the loss of their skills and experiences but also imposes additional costs on the organization [5].

Organizations that can identify the factors influencing employee job leaving can implement effective policies to retain their workforce before they decide to leave [6]. Numerous management theories suggest that job dissatisfaction or failure to meet certain needs may result in poor job performance and ultimately lead to employee turnover (Kim, 2020). Furthermore, job leaving has numerous consequences, including increased operational costs and recruitment efforts. For example, when an employee resigns, the organization must hire and train a replacement, which adds to its expenses [7]. In some cases, factors such as economic challenges and unemployment may

influence job leaving, even when the employee remains due to a lack of other job opportunities. In these cases, employees may leave as soon as they find better prospects, indicating a lack of commitment to the organization, which reduces individual productivity [8].

Job leaving can be categorized into voluntary and involuntary types. Involuntary job leaving includes permanent or temporary dismissal, suspension, termination, and retirement. Voluntary job leaving includes resignation, voluntary buyouts, unpaid leave, and voluntary retirement [9]. Voluntary job leaving typically occurs when employees seek better job opportunities, influenced by personal factors, economic conditions, and alternative employment options. A high rate of voluntary turnover may signal dissatisfaction with working conditions, prompting managers to conduct thorough organizational analyses to identify and address the root causes [10].

The factors influencing job leaving include job dissatisfaction, limited external opportunities, job involvement, lack of autonomy, job stress, lack of organizational commitment, lack of distributive justice, limited promotion opportunities, and lack of social support. Employee job leaving disrupts organizational operations, and replacing employees is both costly and undesirable from a technical and economic perspective. Universities rely heavily on professors to carry out educational tasks, playing a vital role in the development of both the university and society. The role of specialized human resources (faculty members) in educating younger generations is well known. Considering the significant costs associated with human resource management (recruitment, training, employment), the retention of these specialized and capable individuals is critical. Unfortunately, there is limited research on the retention of faculty members, and further exploration of their job dimensions can facilitate their development and performance improvement. The lack of research on job-related issues, particularly in relation to job leaving and burnout, has posed serious challenges for universities in managing faculty retention. Therefore, this research seeks to examine the job leaving intention among faculty members of Islamic Azad Universities in Fars Province, answering questions such as: What is the level of job leaving intention? What factors influence it? And which faculties and genders are most affected?

2. Methodology

The present study is descriptive in nature, as it seeks to explore and understand the relationships between variables in the current context. Descriptive research typically involves evaluating the characteristics of a population through survey or questionnaire methods. In this case, a survey approach was employed to assess the distribution of relevant characteristics within the statistical population. The researcher aimed to identify and discover the relationships between the research variables from the perspective of the study participants by selecting a specific population and sample. Ultimately, this research can be categorized as correlational, as it seeks to uncover or determine relationships between different variables using correlation coefficients.

The statistical population of this study included all faculty members of Islamic Azad Universities in Fars Province. According to the data obtained from the Human Resources Department of the mentioned universities, the total number of faculty members, and thus the statistical population, was 700 individuals. Using Cochran's formula, the sample size was calculated as 208 participants. However, considering the possibility that some responses might not be returned or fully completed, the final sample size was set at 200 participants.

The sampling method used in this research was quota sampling. Fars Province was divided into five regions: one

region in the north, one in the south, one in the east, one in the west, and one in the center of the province. The primary data collection tool was a questionnaire developed by Moghimi (2009), which consisted of nine questions. To assess the face validity of the questionnaire, expert opinions from professors and specialists were utilized. Cronbach's alpha was employed to assess the reliability of the questionnaire, which yielded a reliability coefficient of 0.89, indicating a high statistical level of reliability [3, 4, 10, 11].

The collected data were analyzed using SPSS statistical software at the descriptive level. This included calculating mean, standard deviation, and frequency distributions to assess the central tendency and variability of the data. Correlation coefficients were also used to examine the relationships between the various research variables.

3. Findings

In this study, the average job leaving intention was found to be less than 3 (mean = 2.1) with a standard deviation of 0.72. Table 1 presents the comparison of the mean for the job leaving intention factor and related questions in Iran with the average level of 3, using a one-sample t-test.

Table 1. Comparison of the Mean of the Job Leaving Intention Factor and Related Questions with the Average Level of 3

Row	Hypothetical Mean	Mean	Standard Deviation	Standard Error Mean	Mean Difference	t	Sig.
1	3	1.93	0.94	0.06	-1.07	-19.33	.001
2	3	1.90	0.84	0.05	-1.10	-22.43	.001
3	3	2.15	0.94	0.05	-0.85	-15.41	.001
4	3	2.07	1.02	0.03	-0.93	-15.48	.001
5	3	2.01	0.96	0.03	-0.99	-17.38	.001
6	3	4.06	0.37	0.029	1.06	36.23	.001
7	3	4.55	0.82	0.065	1.55	23.65	.001
8	3	4.06	0.43	0.034	1.06	31.18	.001
9	3	4.02	0.35	0.028	1.02	36.87	.001
Total	3	2.01	0.72	0.03	-0.99	-23.19	.001

As shown in Table 1, the means for all job leaving intention-related questions are significantly lower than the average level of 3.

Table 2 presents the results of the Levene's test and t-test regarding the job leaving intention factor, based on the responses of male and female faculty members.

Table 2. Comparison of the Responses of Male and Female Faculty Members

Variable	Levene's F	Levene's Sig.	Levene's Result	t	t Df	t Sig.	t Result
Job leaving effects	74.09	.001	Variance inequality	-35.54	442.35	.001	Significant difference

According to the results presented in Table 3, there is a significant difference at the 0.05 level between the responses of male and female faculty members regarding the job

leaving intention factor. Based on the table's results, the average job leaving intention factor for men is 3.93, while

for women, it is 2.01, indicating that job leaving intention is significantly higher among men compared to women.

Table 3. Descriptive Statistics for Job Leaving Intention by Faculty

Faculty	Mean	Standard Deviation	Minimum	Maximum
Faculty of Dentistry	4.789	0.801	1.02	4.50
Faculty of Arts and Architecture	3.020	0.701	1.24	4.41
Faculty of Economics and Management	4.01	0.782	1.25	4.43
Faculty of Skills and Entrepreneurship	3.501	0.602	1.23	4.40
Faculty of Chemistry and Materials	2.980	0.701	1.24	4.74
Faculty of Engineering	3.689	0.745	1.23	4.67
Faculty of Law and Humanities	3.571	0.748	1.58	4.51
Faculty of Sciences and Agriculture	3.899	0.758	1.50	4.78

Based on the values in Table 3, the central tendency measures, especially the mean, indicate that the highest job leaving intention belongs to the Faculty of Dentistry (mean = 4.789), while the lowest interest in job leaving is observed in the Faculty of Chemistry and Materials (mean = 2.980).

4. Discussion and Conclusion

The aim of this research was to analyze the job leaving intention among faculty members of Islamic Azad Universities in Fars Province. The results indicate that the average job leaving intention is less than 3, with a standard deviation of 0.72. This suggests a relatively moderate level of job leaving intention among faculty members in the studied universities. However, there was a significant difference in the responses of male and female faculty members regarding the job leaving intention factor. Specifically, the average job leaving intention among male faculty members was significantly higher (3.93) compared to female faculty members (2.01). These findings highlight the importance of gender differences in assessing job leaving intentions, indicating that male faculty members are more likely to consider leaving their positions than their female counterparts.

Regarding the differences in job leaving intention across faculties, the study revealed that the highest level of job leaving intention was found among faculty members in the Faculty of Dentistry (mean = 4.789), while the lowest intention was observed in the Faculty of Chemistry and Materials (mean = 2.980). These differences suggest that faculty-specific factors may play a role in influencing job leaving intention, possibly related to working conditions, career development opportunities, or faculty-specific organizational culture. Faculties with higher job leaving intentions, such as Dentistry, may experience more

challenges in retaining their staff compared to faculties with lower intention levels.

This study's findings align with previous research, such as the prior studies [11-16], which emphasized the significant role of human resources and organizational factors in job leaving behavior. These studies have long established the critical importance of retaining key employees, especially in environments where human capital is a crucial driver of productivity and success. The departure of skilled and experienced employees represents not only a loss of talent but also an increase in costs related to recruitment, training, and decreased organizational performance.

One of the critical aspects highlighted in these studies is the importance of productivity as a central issue for organizations. This is particularly true in knowledge-based environments such as universities, where the development of human resources directly impacts both educational quality and institutional performance. As a result, ensuring the retention of valuable faculty members is essential for maintaining institutional effectiveness and competitiveness in the academic environment.

Furthermore, this research highlights several key factors that influence job leaving intentions, such as personal characteristics, perceived organizational justice, and work environment. Employees who feel isolated, experience communication challenges, or perceive unfair treatment within the organization are more likely to exhibit higher job leaving intentions. Similarly, cultural and behavioral differences, as well as dependency on previous managers or colleagues, can exacerbate feelings of alienation and dissatisfaction, leading to a higher likelihood of leaving.

This study also finds support in models such as the Mobley model, which suggests that voluntary job leaving is influenced by factors like unemployment rates and

perceptions of job mobility. According to this model, voluntary turnover is closely linked to job satisfaction, which in turn influences the decision to either leave or stay within an organization. In this regard, Price (1991) argued that individuals with higher family responsibilities are less likely to leave their jobs due to financial dependence on the organization, which explains some of the variances in job leaving intentions across different demographics and job sectors [17].

Additionally, Khajepour et al. (2015) found a significant positive relationship between job stress and job leaving intention, suggesting that faculty members who experience higher levels of job stress are more likely to consider leaving their positions. In contrast, job satisfaction was negatively correlated with job leaving intention, reinforcing the idea that improving job satisfaction can help reduce the likelihood of turnover [11, 16].

The findings of this study suggest several practical implications for organizational management in universities. To reduce job leaving intention, university administrations should focus on enhancing faculty engagement, improving communication channels, and addressing perceptions of organizational justice. Fostering a positive and inclusive organizational culture that emphasizes support, recognition, and fairness can mitigate the risk of turnover, especially among key faculty members.

Moreover, offering professional development opportunities, creating clear pathways for career advancement, and addressing faculty-specific concerns (such as workload, autonomy, and resource allocation) can help retain faculty members who may otherwise be inclined to leave. Given the substantial costs associated with job leaving, including recruitment, training, and potential disruptions to educational continuity, implementing retention strategies should be a top priority for university management.

In conclusion, this study underscores the critical importance of understanding and addressing job leaving intentions among faculty members in higher education institutions. By identifying the key factors that influence job leaving behavior, universities can implement targeted interventions to reduce turnover, enhance job satisfaction, and ultimately improve overall institutional performance. The significant differences between genders and faculties further suggest that retention strategies should be tailored to address the specific needs and challenges of different groups within the academic environment.

Authors' Contributions

Authors equally contributed to this article.

Acknowledgments

Authors thank all participants who participate in this study.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

References

- [1] J. Khalatbari, S. Ghorbanshiroudi, and M. Firouzbakhsh, "Correlation of job stress, job satisfaction, job motivation and burnout and feeling stress," *Procedia-Social and Behavioral Sciences*, vol. 84, pp. 860-863, 2013. [Online]. Available: <https://www.sciencedirect.com/science/article/pii/S1877042813017369>.
- [2] D. Pitts, J. Marvel, and S. Fernandez, "So Hard to Say Goodbye? Turnover Intention among U.S. Federal Employees," *Public Administration Review*, vol. 71, no. 5, pp. 751-760, 2011. [Online]. Available: <https://doi.org/10.1111/j.1540-6210.2011.02414.x>.
- [3] S. Piryaee, "The effect of job security and organizational justice on turnover intention: Mediating role of trust in top management," 2012. [Online]. Available: <https://www.sid.ir/paper/149556/en>.
- [4] Z. Mandaei Zadeh and S. Javaheri, "The Effect of Job Stress and Job Insecurity on Turnover Intention in Lifeguards Through Job Satisfaction," *Studies in Organizational Behavior Management in Sports*, 2019.
- [5] A. K. Nissi, N. Arshadi, and F. Shahbazi, "The Effect of Work Environment Characteristics and Perceived Social Support on Turnover Intention with Job Satisfaction and Emotional Exhaustion as Mediators," *Psychological Achievements (Educational and Psychological Sciences)*, vol. 18, no. 2, pp. 39-60, 2011.
- [6] T. Salehi, M. Barzegar, M. S. Yekaninejad, and H. Ranjbar, "Relationship between healthy work environment, job satisfaction and anticipated turnover among nurses in intensive care unit (ICUs)," *Annals of Medical and Health Sciences Research*, vol. 10, 2020.
- [7] A. Farhadi, Y. Mohaidi, M. Nalchi, M. Darei, and R. Mohammadzadegan, "The Relationship Between Work-Family Conflict and Components of Burnout and Turnover Intention in Female Nurses," *Iranian Journal of Nursing*, vol. 26, no. 84, pp. 34-43, 2013.

- [8] A. Bäker and A. H. Goodall, "Feline followers and "umbrella carriers": Department Chairs' influence on faculty job satisfaction and quit intentions," *Research Policy*, vol. 49, no. 4, p. 103955, 2020. [Online]. Available: <https://doi.org/10.1016/j.respol.2020.103955>.
- [9] M. S. Luo and E. W. T. Chui, "Will material interest make social workers quit their job? A meta-analysis," *Journal of Social Work*, vol. 20, no. 3, pp. 340-364, 2020, doi: 10.1177/1468017318814761.
- [10] N. Alipour, M. Shabani, A. Asadi Fakhari, and S. A. Mahdiyoun, "Examining Job Stressors as Predictors of Turnover Intention in Nurses," *Journal of Ergonomics*, vol. 6, no. 1, pp. 58-64, 2018, doi: 10.30699/jergon.6.1.58.
- [11] N. Khajehpour, K. Beshlideh, and M. Baharloo, "The Relationship Between Workplace Ostracism and Job Performance, Organizational Citizenship Behavior, and Turnover Intention: The Mediating Role of Job Satisfaction," *Psychological Achievements*, pp. 137-160, 2017.
- [12] N. Arshadi, R. Zarei, and S. Piriyai, "The Mediating Role of Perceived Workplace Ostracism in the Relationship Between Leader-Member Exchange and Deviant Behaviors and Psychological Well-Being," *Social Psychological Research*, vol. 3, p. 92, 2011.
- [13] Y. W. Chung, "Workplace ostracism And workplace behaviors: A moderated mediation model of perceived stress and psychological empowerment," *Anxiety, Stress, & Coping*, vol. 31, no. 3, pp. 304-317, 2018, doi: 10.1080/10615806.2018.1424835.
- [14] M. S. Eickholt and A. K. Goodboy, "Investment model predictions of workplace ostracism on K-12 teachers' commitment to their schools and the profession of teaching," *Journal of Workplace Behavioral Health*, vol. 32, no. 2, pp. 139-157, 2017, doi: 10.1080/15555240.2017.1332483.
- [15] M. Kashaf, N. Kashaf, and M. Hosseini, "Examining the Relationship Between Job Motivation and Perceived Ostracism Considering the Mediating Role of Perceived Organizational Justice and Leader-Member Exchange," presented at the International Conference on Innovation and Research in Human Sciences and Cultural Social Studies, 2016.
- [16] N. Khajehpour, M. Baharloo, and K. Beshlideh, "Examining the Relationship Between Workplace Ostracism and Some Job Outcomes: The Moderating Role of Psychological Capital," *Social Psychological Research*, vol. 113, 2015.
- [17] R. Y. Kim, "An unforeseen story of alpha-woman: breadwinner women are more likely to quit the job in work-family conflicts," *Applied Economics*, vol. 52, no. 55, pp. 6009-6021, 2020, doi: 10.1080/00036846.2020.1781775.