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A Study on Impact of Workplace Demand on Turnover Intention

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Keywords: Workplace Demand, Turnover Intention, Workload, Role Ambiguity, Poor Work Environment, Occupational Stress, Educators, Academic Institutions, Occupational Stress Scale for Teachers (OST).

Abstract: This study investigates the impact of workplace demand on turnover intention, focusing on three primary stressors: workload, role ambiguity, and poor work environment. Conducted among 347 educators in academic institutions, the study employs a quantitative research approach, utilizing the Occupational Stress Scale for Teachers (OST) to assess stress levels and their influence on turnover intention. Data analysis involved exploratory and confirmatory factor analysis, alongside Structural Equation Modeling (SEM). The findings reveal that workload, role ambiguity, and poor work environment significantly contribute to turnover intention, with standardized regression weights indicating a positive relationship between these stressors and employee turnover intentions. The study underscores the need for targeted interventions to mitigate these stressors, enhance teacher satisfaction, and promote retention. These results offer actionable insights for policymakers and administrators to develop supportive work environments and reduce turnover in educational institutions.

1 INTRODUCTION

Workplace Demand has become a pressing issue in organizational settings, posing substantial challenges to both employee well-being and organizational performance. In educational institutions, the prevalence of work stress among teachers is particularly concerning, as it not only affects their personal health and job satisfaction but also compromises the quality of education delivered to students. Among the various adverse outcomes of work stress, turnover intention stands out as a critical indicator of organizational instability. Turnover intention reflects an employee's likelihood of leaving their current position, signalling dissatisfaction or disengagement with workplace conditions. High turnover rates are especially detrimental in educational institutions, as they disrupt the continuity of teaching, erode institutional knowledge, and impose significant financial burdens due to recruitment, onboarding, and training of new staff. This study explores the influence of three specific stressors—workload, role ambiguity, and poor work

environment—on turnover intention among teachers. Workload encompasses the pressure of managing extensive responsibilities and tasks within limited timeframes, often leading to burnout. Role ambiguity, characterized by unclear job expectations and responsibilities, fosters uncertainty and frustration, undermining job satisfaction. Meanwhile, a poor work environment, marked by inadequate resources, lack of support, or unfavourable working conditions, exacerbates stress and dissatisfaction. By focusing on these factors, the study sheds light on the underlying causes of turnover intention in educational institutions, offering actionable insights for administrators to enhance teacher retention and create a more supportive work environment.

2 LITERATURE REVIEW

According to Agyemang et al. analysis conducted in 2023, there is a strong positive relationship between the heavy work load and turnover intention. Their research shows that chronic work pressure not only

deflates levels of job contentment, but also contributes to the propensity of the workforce seeking other employment. Outcomes like these underscore the relevance of workload management in particular organizational environment with the purpose to bring down turnover rates as well as retain highly effective workforce. Kumar and Srivastava (2022) also extended the research as to how job demands are detrimental to psychological well-being and established that hardcore work leads to burnout, as well as reduced commitment level among employees. In the same vein, workload was established by Nguyen et al. (2021) as a significant predictor of turnover intention, especially in organisations operating in conditions of elevated stress such as professional services. The role of WSL is further expanded by Park et al. (2020) who talked about mental health issues related to WSL, unveiling that the duration of high working task loads leads to higher employee turnover rates.

Job description overlap, a condition that means people are not sure if they are doing their job or the one expected of another employee, is one of the biggest sources of stress and job contentment at the workplace. Tan et al. (2022) looked into the effect of role ambiguity towards the level of job satisfaction and turnover intention of the employees and discovered that when workers that are in organizations suffer from role ambiguity, then they become frustrated and demotivated and hence may decide to leave the organization. Singh and Batra (2021) have also echoed this opinion explaining that organizational commitment reduces due to role ambiguity and thus they are more likely to be absconding. Wilson et al. (2020) found that role ambiguity influences the levels of stress and job performance; this was true for customer-oriented organizations where standard operating procedures matter most. Ahmed and Patel (2019) selected academic institutions as its site to argue that role ambiguity was strongly linked to emotional exhaustion and job dissatisfaction which had grave implications for retention of educators.

Clearly, factors such as lack of resources, engineer's working relationship with colleagues, and manager support contingent on the engineer's performance are significant predictors of turnover. Using data from China, Zhang and Li (2021) noted that people's workplace conditions were very important in that a good environment enhances staff retention while the opposite resulted in job stress and dissatisfaction. Warm regarding to the final concept, Martin et al. (2020) analysed the effect of workplace

aesthetics and resources, realizing that clean looking environments result in higher levels of employee contentment and lesser levels of employee turnover, especially in creative industries. In their study of interpersonal conflicts and perceived managerial support, Jha and Kumar (2019) identified negative repercussions: Workplace dissatisfaction and turnover intention in clear corporate settings. According to Rodriguez and Hall (2019), physical and psychological work climate characteristics show that poor infrastructural amenities and organizational cultures are major indicators of volunteers' turnover.

2.1 Objectives of the Study

- To Assess the Influence of Key work Stressors on Turnover Intention
- To Provide Actionable Insights for Enhancing Teacher Retention

2.2 Hypotheses

- H1: Workload has a positive and significant impact on turnover intention.
- H2: Role ambiguity has a positive and significant impact on turnover intention.
- H3: Poor work environment has a positive and significant impact on turnover intention.

3 RESEARCH METHODOLOGY

The study used a quantitative research design to examine workplace stressors hence the variables; workload, role ambiguity and work environment on turnover intention among employees in academic institutions. These variables were measured by using the Occupational Stress Scale for Teachers (OST). The confirmatory construct validity of the OST was established using exploratory factor analysis and Cronbach's alpha values that were higher than 0.7.

The study sample comprised 347 participants, employed through a stratified random sampling approach that ensured that each age range and gender represented within the academic workforce was included in the sample. Questionnaires of a structured nature were used in data collection, and the respondents made a positive response to be part of the study.

Data analysis included both exploratory and confirmatory approaches: first, a factor analysis to confirm the construct validity of the scale. In

structural validity analysis, the Kaiser-Meyer-Olkin's value obtained was 0.898 and the Bartlett's Test of Sphericity was significant at 0.000, indicating that dataset was suitable for factor analysis. The screening test indicated that the first three factors computed with both PCA and Varimax rotation to be significant and explained Workload, Role Ambiguity, and Poor Work Environment with variance percentage of 80.48. Quantitative data was analysed using Structural Equation Modelling (SEM) to test the hypotheses concerning these factors and the impact they have on turnover intention with the maximum likelihood estimation (MLE). The hypothesis testing was done using critical ratio and chi-square test and p-values hence the testing confirmed the hypothesis and established that all the hypothesized relationship was statistically significant.

4 DATA ANALYSIS AND RESULTS

4.1 Factor Analysis

A preliminary factor analysis was performed to assess the appropriateness of the scale items for further

analysis. Each item demonstrated a factor loading above 0.5, with no cross-loadings identified, affirming the construct validity of the measurement model. The Kaiser-Meyer-Olkin (KMO) measure was 0.898, indicating sampling adequacy for factor analysis. Additionally, Bartlett's Test of Sphericity was statistically significant ($p < 0.05$), confirming the suitability of the dataset for factor extraction. Principal Component Analysis (PCA) was conducted using the Varimax Rotation Method with Kaiser Normalization, identifying three factors with eigenvalues exceeding table 1. These factors collectively accounted for 80.48% of the total variance.

The table 1 provides a detailed analysis of three factors workload, role ambiguity, and poor work environment based on their respective items, factor loadings, means, standard deviations, and internal consistency measures. Each factor exhibits strong reliability, as indicated by high Cronbach's alpha values: workload ($\alpha = 0.918$), role ambiguity ($\alpha = 0.915$), and poor work environment ($\alpha = 0.913$). The loadings for all items across the factors are robust, ranging from 0.772 to 0.888, reflecting good item-to-factor correlation.

Table 1: Constructs loadings.

Factor	Items	Loadings	Mean (Standard Deviation)	Cronbach's alpha
Workload	Q1	.888	3.28 (.794)	0.918
	Q2	.784		
	Q3	.835		
	Q4	.772		
Role ambiguity	Q5	.888	3.33 (.897)	0.915
	Q6	.784		
	Q7	.835		
	Q8	.772		
Poor work environment	Q9	.888	3.24 (.837)	0.913
	Q10	.784		
	Q11	.835		
	Q12	.772		

The mean scores for workload (3.28, SD = 0.794), role ambiguity (3.33, SD = 0.897), and poor work environment (3.24, SD = 0.837) suggest that respondents generally perceive moderate levels of these issues. The slightly higher mean for role ambiguity indicates that unclear job roles might be a more pronounced concern compared to workload and work environment issues. These results highlight the

importance of addressing these workplace factors to enhance employee satisfaction and retention, given their potential impact on organizational outcomes.

The factor analysis identified three primary constructs: Workload, Role Ambiguity, and Poor Work Environment, with their respective items and loading values summarized in Table 2. The mean

scores and standard deviations indicate moderate perceptions of these stressors among the respondents.

4.2 Reliability and Validity Analysis

The reliability of the measurement scales was assessed using Cronbach's alpha values and Composite Reliability (CR), which reflects the internal consistency of the constructs. All Alpha and CR values exceed the recommended threshold of 0.7, indicating strong reliability across the constructs. Average Variance Extracted (AVE) and Maximum Shared Variance (MSV) were used to assess the

validity of the constructs. The AVE values for all constructs are above the threshold of 0.5, confirming good convergent validity, while the MSV values are lower than the AVE, indicating satisfactory discriminant validity. Additionally, the diagonal values, which represent the square roots of AVE, are greater than the off-diagonal correlations between constructs, further confirming discriminant validity. These results confirm that all measurement scales meet the required thresholds for both reliability (CR > 0.7) and validity (AVE > 0.5, MSV < AVE), ensuring the robustness of the constructs in the study. Table 2 shows the reliability and validity of research constructs.

Table 2: Reliability and Validity of research constructs.

	CR	AVE	MSV	Poor work environment	Workload	Role ambiguity	Turn over intention
Poor work environment	0.917	0.734	0.479	0.857			
Workload	0.917	0.735	0.572	0.663	0.857		
Role ambiguity	0.916	0.732	0.437	0.604	0.616	0.856	
Turn over intention	0.924	0.753	0.572	0.692	0.756	0.661	0.868

4.3 Structure Equation Modelling for Turnover Intention

Structural Equation Modeling (SEM) was employed to examine the relationships between the identified work stress factors and turnover intention. Maximum Likelihood Estimation (MLE) was used to estimate model parameters. The results highlight significant relationships between each stressor and turnover intention, confirming the hypothesized effects.

4.4 Hypothesis Testing discussion

Hypotheses were tested using critical ratios (C.R.) and p-values, with a p-value < 0.05 and a t-value > 1.96 indicating statistical significance. Table 4 presents the standardized regression weights, significance levels, and hypothesis outcomes. The findings from the hypothesis testing provide significant insights into the factors contributing to turnover intentions among employees:

The standardized regression weight (β) for workload influencing turnover intention is 0.415, with a p-value of 0.000 and a t-value of 6.933. As the p-value is less than 0.05 and the t-value exceeds the critical threshold of 1.96, the results confirm that workload has a strong, positive, and statistically

significant impact on turnover intention. This supports Hypothesis H1, indicating that increased workload directly contributes to higher turnover intentions among employees. These results are consistent with the findings of Agyemang et al. (2023), who observed a significant link between excessive workload and turnover intention, highlighting its detrimental effects on employee retention in academic institutions.

Similarly, the standardized regression weight (β) for role ambiguity's impact on turnover intention is positive having value = 0.242, with a p-value of 0.000 and a t-value of 4.477. These results meet the criteria for statistical significance ($p < 0.05$, $t > 1.96$), confirming that role ambiguity positively and significantly predicts turnover intention. This supports Hypothesis H2, emphasizing the adverse effects of unclear role expectations on employees' intention to leave. These findings align with the study by Tan et al. (2022), which demonstrated that role ambiguity is a critical stressor that undermines job satisfaction and increases turnover intention in educational settings.

Finally, the standardized regression weight (β) for the relationship between poor work environment and turnover intention is 0.280, with a p-value of 0.000 and a t-value of 4.920. The significance levels ($p <$

0.05, $t > 1.96$) validate Hypothesis H3, demonstrating that a poor work environment significantly increases turnover intention. This highlights the critical role of workplace conditions in retaining employees. These results are in line with the findings of Zhang and Li (2021), who emphasized that adverse workplace environments, including inadequate facilities and poor interpersonal relationships, significantly elevate turnover intention among teaching professionals.

4.5 Coefficient of Determination (R^2)

The coefficient of determination (R^2) for turnover intention was 0.661, suggesting that workload, role ambiguity, and poor work environment collectively explain 66.1% of the variance in turnover intention.

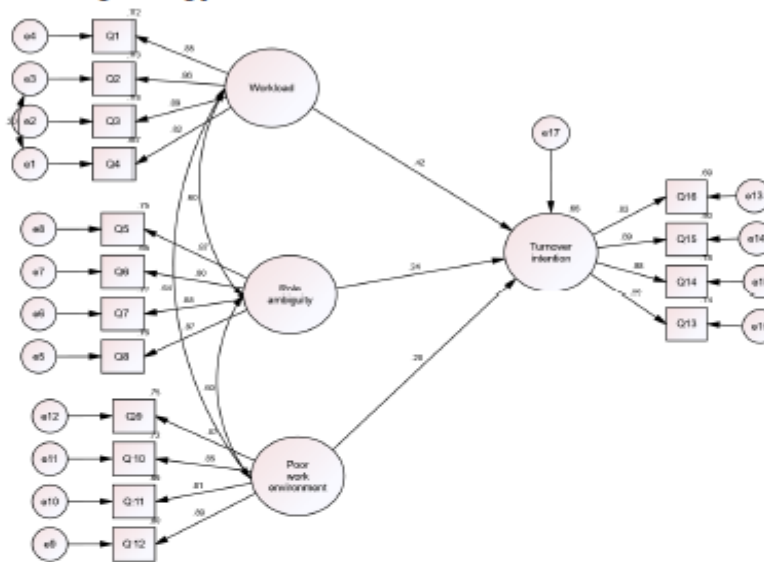


Figure1: Structural model.

Table 3: Hypothesis testing results.

Hypothesis	Path	S.E.	C.R./ T	P	Standardized Regression Weights (β)	Decision
H1	Workload \rightarrow Turnover intention	.054	6.933	0.000	.415	Supported
H2	Role ambiguity \rightarrow Turnover intention	.040	4.477	0.000	.242	Supported
H3	Poor work environment \rightarrow Turnover intention	.040	4.920	0.000	.280	Supported

The structural model presented in Figure 1 evaluates the relationship between various workplace factors and turnover intention. Table 4 outlines the hypothesis testing results, demonstrating the significant impact of workload, role ambiguity, and

poor work environment on employees' turnover intention. Hypothesis H1 indicates a strong positive association between workload and turnover intention ($\beta = .415$, $p < 0.001$), suggesting that increased workload significantly heightens employees'

intentions to leave their organization. Similarly, H2 shows that role ambiguity positively influences turnover intention ($\beta = .242, p < 0.001$), highlighting that unclear roles and responsibilities contribute to employee dissatisfaction and turnover. Finally, H3 confirms that a poor work environment is a substantial predictor of turnover intention ($\beta = .280, p < 0.001$), emphasizing that unfavourable working conditions push employees toward considering exits. These findings underscore the critical need for organizations to address workload management, clarify roles, and improve workplace conditions to reduce turnover intentions.

4.6 Implications

This study highlights critical insights into the relationship between work stressors and turnover intention, specifically focusing on workload, role ambiguity, and poor work environments. The findings have important implications for both academic research and organizational practice, especially in enhancing employee retention strategies.

- **Workload Management:** High workloads significantly impact turnover intention, contributing to burnout and stress. Organizations should prioritize workload balancing by implementing effective distribution systems, ensuring realistic work demands, and regularly monitoring employee workloads. Introducing flexible hours or hiring additional staff during peak periods can alleviate pressure and reduce turnover intentions.
- **Role Clarity:** Role ambiguity negatively affects turnover intentions, as employees lacking clarity experience increased stress. Organizations must clearly define job roles and expectations from the outset. Regular assessments, clear communication of responsibilities, structured onboarding, and ongoing training can mitigate ambiguity and reduce uncertainty.
- **Improving Work Environment:** A poor work environment is a significant predictor of turnover intention, encompassing both physical conditions and interpersonal dynamics. Organizations should invest in ergonomic workspaces, address facility inadequacies, and foster a positive culture through team-building activities and conflict resolution programs. A supportive and safe

work environment enhances employee satisfaction and decreases turnover intentions.

- **Holistic Retention Strategy:** The interplay of workload, role ambiguity, and poor work environment necessitates a holistic approach to retention. Organizations should implement comprehensive strategies that concurrently address these stressors by adjusting workloads, clarifying job roles, and enhancing workplace conditions to mitigate turnover risks.
- **Policy Recommendations:** Organizations should establish policies targeting identified stressors, such as formal workload management policies and role clarity workshops. Training managers to recognize signs of stress related to workload and role ambiguity will enable proactive measures to address issues before they escalate.

This study examines the impact of work stressors workload, role ambiguity, and poor work environment on turnover intentions. The findings highlight that these factors significantly influence turnover, with workload having the strongest impact. Addressing workload, clarifying roles, and improving the work environment are crucial to reducing turnover intentions.

Organizations should focus on managing workload, ensuring clear role definitions, and enhancing workplace conditions to improve retention. Future research could explore additional factors influencing turnover, such as organizational culture, employee engagement, and technology's role in workplace dynamics. Longitudinal studies could provide insights into how these factors evolve, and research on targeted policy interventions could inform retention strategies across industries. Additionally, examining the impact of digital tools on work stressors and turnover intention could offer valuable insights for improving employee retention.

4.7 Suggestions

4.7.1 Workload Management

Introduce time management training and equitable task distribution mechanisms to reduce stress related to heavy workloads. Encouraging the use of technology and providing administrative support can also alleviate pressure.

4.7.2 Clarification of Roles

Develop and communicate clear job descriptions and expectations to minimize role ambiguity. Regular feedback sessions can ensure alignment between organizational goals and employee responsibilities.

4.7.3 Improving Work Environment

Invest in infrastructure improvements, provide adequate teaching resources, and foster a culture of support through effective leadership and peer collaboration.

4.7.4 Stress-Reduction Programs

Implement wellness initiatives, such as counselling services and stress management workshops, to address mental health concerns among educators.

4.7.5 Retention Strategies

Recognize and reward teacher contributions through performance-based incentives, career development opportunities, and a supportive institutional culture.

5 CONCLUSIONS

The findings of this study underscore the significant impact of workload, role ambiguity, and poor work environment on turnover intention among teachers in academic institutions. High workloads were found to contribute substantially to stress and burnout, while role ambiguity fostered frustration and decreased job satisfaction. A poor work environment further exacerbated stress levels, negatively affecting employee commitment and retention. These insights highlight the pressing need for institutions to address these stressors systematically to enhance teacher retention, improve organizational performance, and ensure the delivery of quality education. By focusing on targeted interventions, educational institutions can create a conducive work environment that supports the well-being and professional growth of educators.

Disclosure of Interests. The authors have no competing interests to declare that are relevant to the content of this article.

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