

A Study on Relationship between Workplace Happiness and Employee Retention among School Teachers with Reference to Nagapattinam District

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ABSTRACT- Work place happiness comprises various key aspects of a work experience of an employee. It is not about just enjoying the job; It impacts employee well-being and teacher satisfaction with the profession. This study explores how Work place happiness and employee retention is related among school Teachers in Nagapattinam District .It also studies the impact Work place happiness has on Job satisfaction which ultimately influence the teachers in staying in their profession .The study examines factors such as autonomy and control, employee engagement and work-life balance, organizational climate and collaboration and innovation opportunities among teachers. Statistical analysis like correlation, regression is used to examine the relationship between the above factors and job satisfaction. The result shows that workplace happiness and Employee retention are positively correlated. It also identifies that giving full control over classroom, promoting work life balance policies, and creating a positive working climate and innovation and collaboration opportunities are the major improvements needed in retaining teachers. This will give an overview of employee retention based on job satisfaction.

KEYWORDS: Work Place Happiness, Employee Retention, Job Satisfaction, Work Life Balance, Salary, Climate, Opportunities.

I. INTRODUCTION

The education system serves as the cornerstone of society, molding future generations with the help of dedicated teachers who guide students toward knowledge and personal growth. However, the teaching profession faces a significant challenge in retaining teachers. High turnover rates affect school stability, impacts student learning, and in implementing long-term educational objectives. Understanding how the factors of workplace happiness influence teachers in their decisions to stay or leave is crucial for maintaining a sustainable teaching workforce. Teacher retention goes beyond mere staff stability; it ultimately impacts student success. Teachers who are already formed a bond with students have a great chance in impacting student learning. The newly required teachers cannot do this. They need to form a relationship with students to achieve the long term objective of positive impact on student academic performance

Workplace happiness includes various aspects such as opportunities for professional growth, supportive workplace, manageable workload, and control over their working place which affects the satisfaction level of employees with their job.

This paper analyses the crucial relationship between workplace happiness and employee retention by measuring the satisfaction level of teachers with their teaching profession. It goes into the concept of happiness at work and investigates the factors contributing to teacher retention and a positive work climate. It analyses how factors like professional development, collaborative colleagues, and a positive school culture influence teacher satisfaction, subsequently influencing their decision to remain in their job. By exploring this relationship, the study aims to recognize areas where schools and educational leaders can place their efforts to develop the atmosphere which influence teacher satisfaction . Ultimately, it will influence teachers in continuing their job.

II. LITERATURE REVIEW

Teachers who believe that they have control over their classrooms and can manage their workload are more satisfied. Crossman and Harris,[1].Teacher well-being is influenced by school culture, Management support and leadership(Ross and Gray,[2], Borman and Dowling, [3] Chawla and Guda, [4]

Professional growth opportunities, meaningful task influence job satisfaction Rubin, [5].Strategies which helps teachers in reaching sense of balance in work can improve retention Jyoti et al., [6].Competitive salaries and benefits ,Appropriate recognition helps in increasing job satisfaction Amabile and Kramer[7]

Research shows that happiness in the workplace goes beyond mere satisfaction and includes well-being, positive emotions, and fulfillment Fisher, [8]. In fact, happiness can increase creativity, productivity, and overall organizational success Achor, [9]. By focusing on these factors and creating positive work climate that meet teachers' needs and well-being, schools can improve teacher satisfaction, reduce turnover, and ultimately benefit student outcomes.

Kumar and Sharma [10]suggests that job satisfaction is more important for teacher retention in more challenging work environments, such as public schools. Zhenjing et al., [11]

states that a positive work atmosphere improves employee engagement and better learning performance. In addition, Raj [12] highlights that factors such as positive working relationships, meaningful task and work-life balance contribute more to job satisfaction, which in turn decreases stress and increases employee retention. Mishra and Rath, [13] states the importance of creating a positive work climate for teachers and emphasizes that factors such as workload, autonomy and control and alternative career prospects can influence teacher satisfaction and retention.

III. RESEARCH GAP

Even though, work place happiness and its aspects are studied in general. It still not identified how those aspects affect employee retention particularly in Education sector.

IV. OBJECTIVES

1. To identify key factors contributing to workplace happiness among school teachers.
2. To study the relation between workplace happiness and employee retention among school teachers in Nagapattinam district.
3. To explore the specific workplace factors that contributes to both teacher happiness and retention.

V. CONCEPTUAL FRAMEWORK

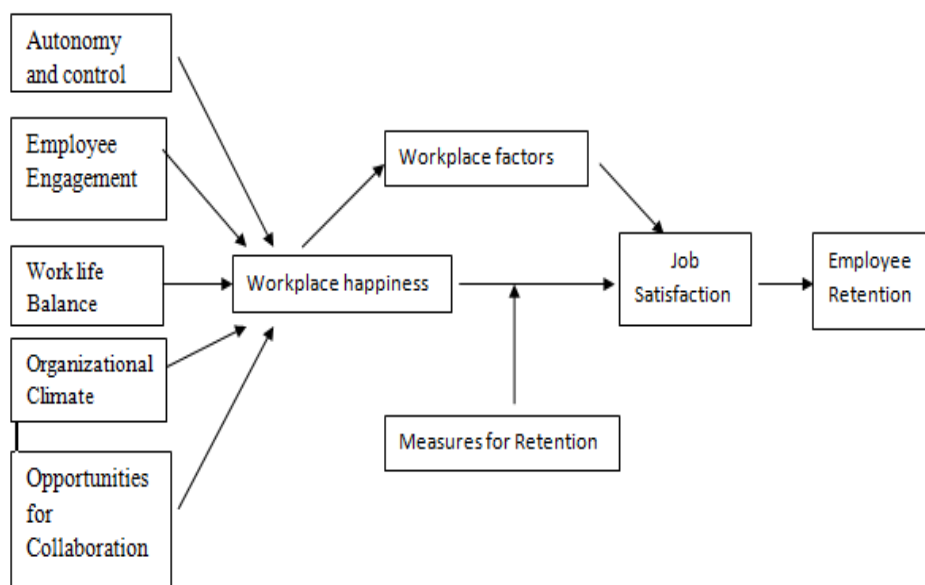


Figure 1: Conceptual Framework

Figure 1 explains the relationship between workplace happiness and employee retention among school teachers. It involves examining the impact of various factors encompassed within the broad term of workplace happiness. This includes assessing teachers' job satisfaction through autonomy and control over their work, positive working relationships with colleagues, students, and administrators, the perceived meaningfulness of their work, and the balance between professional and personal demands. The school environment, comprising physical and social conditions such as resources, safety, and morale, is also a crucial component. The dependent variable in this context is employee retention, measured by their satisfaction with the job which influences their intention to stay in the teaching profession. Positive outcomes associated with high workplace happiness among teachers include improved student outcomes, an enhanced school culture fostering collaboration, increased teacher effectiveness, and a positive impact on the overall quality of the teaching profession.

V. RESEARCH METHODOLOGY

This survey is done for 350 respondents in which most of them are between 25 to 40 age and are female. Most of them

also works in private schools and teach primary grade. Most respondents receive income less than 30,000. This analysis showed Cronbach Alpha of 0.969 which indicates the excellent validity and reliability of the questionnaire and the responses collected.

The data analysis is done by various tools including SPSS and SPLS. They are descriptive data analysis and visualization, Cronbach's Alpha for identifying questionnaire validity, and the Kolmogorov - Smirnov test to evaluate data distribution normality.

Descriptive statistics are employed to provide a summary of frequency and percentages of the responses. Furthermore, statistical techniques such as correlation is utilized to gauge the strength and direction of relationships between variables. Regression analysis is used to predict the level to which changes in one variable reflect with changes in another, while mediation and moderation analyses explore how additional variables influence the association between two variables.

Additionally, Smart PLS is utilized to calculate the relationships between variables and their underlying structures. Overall, the research endeavors to uncover the effect of workplace factors on teacher job satisfaction and their consequent retention in the profession

VI. RESULTS AND DISCUSSION

The analysis showed a Cronbach’s Alpha of 0.969 which indicates the excellent reliability and validity of the questionnaire and the responses. This survey of 350 teachers found that most are between 25 and 40 years old and most of them are female. Most of them have less than 15 years of experience and earn less than 30,000 per month. It is found that majority of the respondents teach in private schools, of which the largest group teach primary grade.

Table 1: Correlation and Regression

	Job Satisfaction				
	Pearson Value	Significance	Result	R	R-Square
Autonomy and Control	0.738**	0.00	H ₀₁ Rejected	0.74	0.54
Employee Engagement	0.755**	0.00	H ₀₂ Rejected	0.76	0.57
Work life Balance	0.691**	0.00	H ₀₃ Rejected	0.69	0.48
Organization Climate	0.830**	0.00	H ₀₄ Rejected	0.83	0.69
Opportunities for collaboration	0.693**	0.00	H ₀₅ Rejected	0.69	0.48
Workplace Factors	0.778**	0.00	H ₀₆ Rejected	0.78	0.6

Source : Primary data processed by SPSS (v16.0)
 **-significance level at 0.05

Table 1 shows The sig value of 0.00 denotes that Autonomy and control , Employee Engagement, Work life Balance, Organizational Climate ,Opportunities for collaboration , Work place factors are positively correlated with Job satisfaction respectively. Organization climate has a highest influence on teacher satisfaction with job by 69% followed by work place factors (60%), Employee Engagement (57%), Autonomy and control (54%), Work life Balance (48%) respectively. It shows that how school environment works and organizational climate majorly influence the teachers in continuing their profession.

Table 2: Mediation Analysis through Workplace Factors

	Total Effect	Direct Effect	Indirect Effect	Significance
Autonomy and Control	0.6153	0.3209	0.2944	0.00
Employee Engagement	0.6471	0.3374	0.3097	0.00
Work life Balance	0.6634	0.3103	0.3531	0.00
Organization Climate	0.7196	0.5026	0.2170	0.00
Opportunities for collaboration	0.6068	0.1733	0.4335	0.00

Source: Primary data processed by SPSS(v16.0)

Table 2 shows that organization climate has high effect (71%) on Job satisfaction directly by 50 % and indirectly by 21 % through Work place factors. The indirect effect varies

across factors. Organization Climate has the strongest indirect effect (0.2170), followed by Work-Life Balance (0.3531), Collaboration Opportunities (0.4335), Autonomy & Control (0.2944), and Employee Engagement itself (0.3097) This means that part of the overall positive effect of organizational climate is mediated by workplace factors on satisfaction, which emphasizes the role of the work environment in shaping the level of employee satisfaction. Essentially, a favorable organizational climate promotes positive factors in workplace that enhance employee job satisfaction.

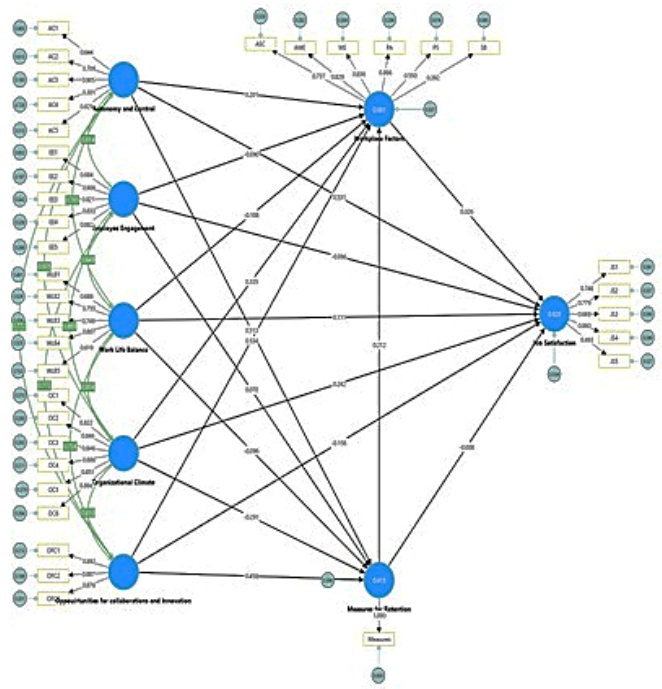


Figure 2: SEM Analysis

From the figure 2, it is established that R squared value is 0.920 which shows that 92 % of the variance in satisfaction is explained by Autonomy and control, Work life balance, Employee Engagement t organizational Climate and mediators such as Work place factors and measures taken by school to retain teachers.

VII. CONCLUSION

This study confirms that workplace happiness characterized by professional development opportunities, supportive colleagues, a positive climate, and balance in work life increases teacher retention in Nagapattinam district. While competitive salaries are playing a crucial role, financial security alone is not enough. By prioritizing teacher well-being and addressing resource disparities between school types, districts can able to provide a more engaging work climate that fosters engaged and effective teaching workforce, which in turn benefits student learning. Additionally, providing external opportunities influence teachers' decisions in leaving their current position needs further investigation.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

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