

What Makes Public Employees Want to Leave Their Job?

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Presentation Overview

- Motivation for the Study
- Research Question
- Methodology
- Results
- Practical Tips



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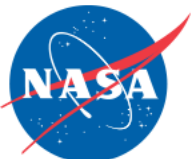


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Motivation for the Study

High levels of turnover can...

- Undermine the quality of services
- Increase exhaustion among government employees
- Increase the cost of government services due to the cost of recruiting, selecting, and training new employees
- Lead to reductions in funding



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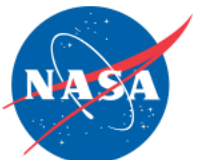
Research Question:

What makes public employees want to leave their job?

Outcome Variable:

Turnover Intention

- Are currently thinking of quitting
- Have thought of quitting during a designated time period in the past
- Have or intend to search for alternative employment
- Does not include internal transfers and retirements



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Predictors of Turnover Intention

Predictors	Measures	
Demographic characteristics	<ul style="list-style-type: none">• Age• Gender• Tenure	<ul style="list-style-type: none">• Supervisory position• Education
Work environment characteristics	<ul style="list-style-type: none">• Support from colleagues• Support from supervisors• Transformational leadership	<ul style="list-style-type: none">• Procedural justice• Resource availability• Participation in decision-making
Job characteristics	<ul style="list-style-type: none">• Exhaustion• Role ambiguity	<ul style="list-style-type: none">• Role conflict
HRM practices	<ul style="list-style-type: none">• Training/development• Advancement/promotion	<ul style="list-style-type: none">• Diversity management• Pay and rewards• Performance appraisal/feedback
Employee work attitudes and motivation	<ul style="list-style-type: none">• Job satisfaction• Organizational commitment• Affective commitment	<ul style="list-style-type: none">• Job involvement• Intrinsic motivation• Extrinsic motivation• Public service motivation (PSM)
External factors	<ul style="list-style-type: none">• Job alternatives	



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3 steps to stop remote work burnout



- Video Link:
<https://www.youtube.com/watch?v=PZr142ka96k>



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METHODOLOGY



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Meta-analysis:

Aggregating findings from many different studies to create one big, more accurate, and more comprehensive study.

Single studies may suffer from small sample sizes, measurement error, and selection bias.

- Combined findings from 59 studies
- Peer-reviewed
- Written in English
- Published between 1990 to 2021 in Public Administration Journals



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Information About the Sample

Main Characteristics of the Sample Examined in this Meta-Analysis Study

Country/Region	<ul style="list-style-type: none">• United States (31 studies), South Korea (7 studies), Israel (6 studies), Netherlands (2 studies), Taiwan (2 studies), Australia, Canada, France, Italy, New Zealand, Pakistan, Portugal, Russia, Turkey, and Virgin Islands (1 study each)• Majority studies conducted in North American and Europe
Level of Government (Federal, State, Local etc.)	<ul style="list-style-type: none">• Federal/central/national governments (14 studies), State governments (7 studies), local/regional governments (8 studies)
Types of Organization	<ul style="list-style-type: none">• Government organizations (39 studies), public school organizations (8 studies), public hospitals (2 studies)
Types of Employee	<ul style="list-style-type: none">• Civil servant employees working in a variety of fields such as social workers, revenue officers, IT personnel, procurement officers, veterans' administration officers, tax officers, payroll, and retirement system officers• Public school teachers and university faculty• Nurses working in public hospitals
Sample Size	<ul style="list-style-type: none">• Median sample size :688• The studies ranged in sample size from a minimum of 34 to a maximum of 421,748
Published Year	<ul style="list-style-type: none">• 73% of the studies (43 studies) included in the meta-analysis were published in the last 10 years (2011-2021 YR).• Turnover intention and its antecedents has been a growing topic in the public management/administration literature over the past 10 years.

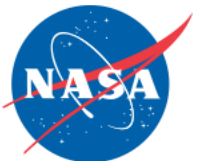


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RESULTS



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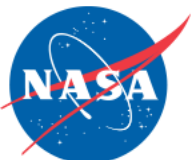


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Demographic Predictors

Predictor	Adjusted Effect Size
Age	-0.11
Tenure	-0.09
Education	0.05
Supervisory Position	-0.04
Gender (Female=1)	0.02

Negligible Effects on Public Employees' Turnover Intention!



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Predictors	Adjusted Effect Size
Participation in Decision-Making	-0.40
Procedural Justice	-0.36
Support from Supervisor	-0.32
Transformational Leadership	-0.28
Resource Availability	-0.24
Support from Colleagues	-0.24

Strong Effect on Public Employees' Intention to Remain



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Predictor	Adjusted Effect Size
Exhaustion	0.59
Role Ambiguity	0.47
Role Conflict	0.16

Very Strong Effect on Public Employees' Turnover Intention

Predictors	Adjusted Effect Size
Diversity Management	-0.26
Performance Appraisal / Feedback	-0.25
Advancement / Promotion	-0.25
Training / Development	-0.23
Pay and Rewards	-0.17

Small Effect

Moderate Effect on Public Employees' Intention to Remain



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Work Attitudes / Motivation

Predictor	Adjusted Effect Size
Job Involvement	-0.60
Job Satisfaction	-0.50
Affective Commitment	-0.46
Intrinsic Motivation	-0.34
Extrinsic Motivation	-0.32
Organizational Commitment	-0.30
Public Service Motivation	-0.33

Very Strong Effect on Bureaucrats' Intention to Remain!



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Predictors	Adjusted Effect Size
Job Alternatives	0.14

Small Effect on Public Employees' Turnover Intention

FINDINGS/ IMPLICATIONS FOR PRACTICE AND POLICY



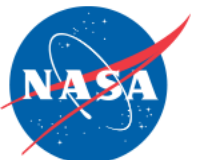
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Key Takeaways

- There are several factors more important than pay and rewards (advancement and promotion) in reducing staff turnover among government workers
- The best predictors of public employee turnover intention are job involvement, affective organizational commitment, exhaustion, role ambiguity, and job satisfaction.
- Demographic variables have a weak relationship with turnover intention.
- Process matters, procedural justice and participation in decision-making have a strong negative correlation with turnover intention.



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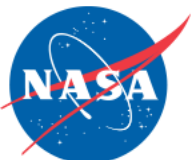


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This is what makes employees happy at work



- Video Link: <https://www.youtube.com/watch?v=PYJ22-YYNW8>



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Practical Implications

- Public employees who see a good fit between what they want from a job and what the job provides are likely to be more satisfied, involved, and committed to their job and organization, and are less likely to leave.
- Government agencies should support supervisors and senior leaders with training and development, as well as with data to help them foster a healthy and equitable work environment given that diversity management and support from supervisors matters.
- Elected officials, public managers and constituents should abstain from continually assigning government workers additional responsibilities, given that doing so will likely increase their exhaustion, which has a large effect on turnover intention among government employees.



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1. Fill open positions to reduce job exhaustion
2. Honest and thorough, recruitment and selection practices to ensure person-job fit
3. Clarify job roles through performance reviews, job analysis, and less formal mechanisms
4. Ensure criteria for pay, rewards, recognition, and promotion are clear, balanced, and applied consistently and fairly
5. Allow employees some autonomy in their work duties
6. Assess whether employees are supportive of peers and subordinates in performance reviews



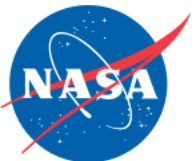
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Thank you!

We look forward to your questions & comments!



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