HOW DOES JOB AUTONOMY INFLUENCE TEACHERS’ TURNOVER INTENTION? TESTING THE MEDIATING EFFECTS OF JOB STRESS AND JOB SATISFACTION

Musaddag Elrayah, Mohamed A. Moustafa, Elnagi M. Hamid, Sheriff Y Ahmed

ABSTRACT

Objective: Providing employees full freedom at their jobs is considered an important part of effective job design. Human resources professionals and job analysis specialists should focus deeply on the impact of job autonomy on different job behaviors like stress, satisfaction, and turnover rate. Therefore, this empirical study tries to highlight the impact of job autonomy on teachers’ stress, satisfaction, and turnover intention among employees that working in the education sector.

Methods: The study uses a quantitative research method depending on an international database. Data for this research was gathered from the survey conducted by the Organization for Economic Co-operation and Development (OECD). Data for this research was collected through the Teaching and Learning International Survey (TALIS). TALIS surveyed more than 15980 teachers in the educational sector in 50 countries and economies. The main goal of the annual surveys is to assess the level of satisfaction among educational employees.

Results: Data variables were analyzed by Pearson Correlations, regressions analysis, and mediation analysis - through SPSS version 24 and JAMOVI advanced mediation models. Some of the findings of this study show negative correlations between job autonomy and job stress (r = -.041, P<0.05), and job autonomy and turnover intention (r = -.043, P<0.05). The findings also found positive correlations between job Autonomy and job satisfaction (r = .018, P<0.01). The study also finds that job stress and job satisfaction mediated the relationship between job autonomy and turnover intention indirectly (β = .196, .141 respectively, p-values< 0.001).

Conclusions: The findings of this study help the decision makers at the educational institution to think deeply about the effective strategies which help to improve the level of job autonomy, improve the level of job satisfaction, and reduce the factors that are responsible for job stress to improve the retention rate and reduce turnover intention.

Keywords: job autonomy, turnover intention, mediation, job stress, job satisfaction.
COMO A AUTONOMIA DO TRABALHO INFLUENCIA A INTENÇÃO DE ROTATIVIDADE DOS PROFESSORES? TESTANDO OS EFEITOS MEDIADORES DO ESTRESSE NO TRABALHO E DA SATISFAÇÃO NO TRABALHO

RESUMO

Objetivo: Proporcionar aos funcionários total liberdade em seus trabalhos é considerado uma parte importante da concepção eficaz do trabalho. Os profissionais de recursos humanos e especialistas em análise de trabalho devem se concentrar profundamente no impacto da autonomia do trabalho em diferentes comportamentos de trabalho, como estresse, satisfação e taxa de rotatividade. Portanto, este estudo empírico tenta destacar o impacto da autonomia no trabalho sobre o estresse, a satisfação e a intenção de rotatividade dos professores entre os funcionários que trabalham no setor de educação.

Métodos: O estudo utiliza um método de pesquisa quantitativa, dependendo de um banco de dados internacional. Os dados para esta pesquisa foram coletados a partir do inquérito conduzido pela Organização para a Cooperação e Desenvolvimento Econômico (OCDE). Os dados para esta pesquisa foram coletados através da Pesquisa Internacional de Ensino e Aprendizagem (TALIS). A TALIS entrevistou mais de 15980 professores do setor educacional em 50 países e economias. O principal objetivo das pesquisas anuais é avaliar o nível de satisfação entre os funcionários da área educacional.

Resultados: Variáveis de dados foram analisadas por Pearson Correlations, análise de regressões e análise de mediação - através da SPSS versão 24 e modelos de mediação avançados JAMOVI. Algumas constatações deste estudo mostram correlações negativas entre autonomia no trabalho e estresse no trabalho (r = - 0,041, P<0,05), autonomia no trabalho e intenção de rotatividade (r = - 0,043, P<0,05). Os achados também encontraram correlações positivas entre Autonomia do trabalho e satisfação no trabalho (r = 0,018, P<0,01). O estudo também constata que o estresse no trabalho e a satisfação no trabalho mediaram a relação entre autonomia no trabalho e intenção de rotatividade indiretamente (β = 0,196, 0,141 respectivamente, p-valores< 0,001).

Conclusões: Os resultados deste estudo ajudam os tomadores de decisão na instituição de ensino a pensar profundamente sobre as estratégias eficazes que ajudam a melhorar o nível de autonomia no trabalho, melhorar o nível de satisfação no trabalho e reduzir os fatores responsáveis pelo estresse no trabalho para melhorar a taxa de retenção e reduzir a intenção de rotatividade.

Palavras-chave: autonomia no trabalho, intenção de rotatividade, mediação, estresse de jo, satisfação no trabalho.

1 INTRODUCTION

Job design is critical to creating positive job value, positive attitude, and sustainable individual as well as organizational performance. To change the job, HR managers as well as line managers should review the main tasks, responsibilities, and
main roles regularly. The purpose of this change and redesign is to create high-quality jobs and build a decent working environment. Managers used Job redesign as a strategy for improving the productivity and the quality of the work of employees in contemporary organizations (Hackman & Oldham, 1976). Job design helps to create a positive psychological working environment. This leads to improving employees' well-being and their control over their jobs (Kompier, 2003). Thus, the employees' motivation as well as their job performance will be affected positively (Garg & Rastogi, 2006).

Job autonomy provides employees with full control over their tasks, and roles, choosing working approaches and enables them to make decisions that help employees to feel highly satisfied as well as committed (Suárez-Albanchez, Jimenez-Estevez, Blazquez-Resino, & Gutierrez-Broncano, 2022; Zhou, Li, & Gong, 2019). Many studies have supported the importance of job autonomy. When organizations increased work autonomy, this practice leads to both work effectiveness and employee well-being (Langfred, 2000).

The lack of autonomy might affect the employees' physical health, mental health, behavior, and performance. More job autonomy at work leads to reduce the probability of accidents, injuries, and conflicts (Nahrgang, Morgeson, & Hofmann, 2011). Researchers have defined the Job autonomy concept as the quality of the job or work when employees feel of a fully independent state, freedom, self-directing, and having the right to determine their activities in their jobs (Gardell, 1977; Harrell & Alpert, 1979).

We argue that job descriptions should be reviewed regularly to meet the essential needs of job autonomy. This practice should be done by organizations in all different situations, especially during the crises like the COVID-19 pandemic (Spagnoli & Molinaro, 2020). This why managers consider job autonomy as an important function as well as strategic practice that helps employees and organizations to adapt to environmental changes. It can help employees to lower their emotional exhaustion at work (Spagnoli & Molinaro, 2020).

Today, organizations have faced a problem of a dynamic working environment. The dynamic working environment leads to an increase in the probability of many work-related illnesses like mental health, stress, fatigue, and dissatisfaction (Borges, Motta, Garcia-Primo, Barros, & Heleno, 2023). This working environment needs systematic auditing and sustainable redesigning of the traditional job practices to be more autonomous and participative in its style (Suhartini, Muafi, Widodo, & Suprihanto, 2023).
A poor working environment has different negative impacts on employees like job dissatisfaction, job stress, and turnover.

This research aims to use international empirical evidence to assess the relationship between job autonomy, job satisfaction, employees' job stress, and turnover intention. More specifically, this research tries to explore how job autonomy affects the level of stress, job satisfaction, and employee turnover intention in the educational sector.

In addition, the research aims to understand how job stress and job satisfaction relate to the turnover rate. Thus, the main research's objective is to find the answer to the main question: How job autonomy affects employees' satisfaction, stress, and turnover intention?

This study is important because it focuses on the working environment of one of the most important sectors around the globe. The educational working environment is very sensitive to any negative changes. Besides, few studies used the international database to explore the impact of job autonomy on employees' stress, turnover intention, and job satisfaction in the educational field.

The results of this research reflect the job autonomy impact in many countries as data collected by TALIS. The teaching and learning international survey (TALIS) collects data by asking a representative sample in education in many countries about their perception regarding the working conditions and the learning environments (OECD, 2022). Thus, the findings of this study are expected to have social, economic, and educational implications for the teaching profession. The outcomes from this work will support the HRM and management in the educational sector to deal professionally with the employees' challenges like stress, satisfaction, and turnover rate.

1.1 JOB AUTONOMY AND JOB STRESS

Job autonomy might be necessary to control the level of job stress (Parker & DeCotiis, 1983). Many studies found a negative impact of job autonomy on the level of stress (Lange & Kayser, 2022; Zhang & He, 2022). Stress might directly affect the employees' physical and mental well-being. Studies found that the organizational system of working structure affects the employees' stress (Imtiaz & Ahmad, 2009).

Different studies found that stress negatively impacts the employee's physical as well as mental health and overall behavior, satisfaction, performance, and relationships with their colleagues (Chen, Silverthorne, & Hung, 2006; Rasool, Wang, Zhang, &
Samma, 2020). When employees are faced with high stress, their relationships with line managers, colleagues, and customers will affect negatively.

Stress leads to cause employees' long-term absence from their jobs (Gupta & Beehr, 1979). Employers need to intervene and conduct a systematic approach to identifying the risks of stress among employees. Managers should formulate effective stress management policies to help people at work feel happy and productive (Cooper & Cartwright, 1997). Intervention by management is essential to overcome any negative sequences of stress (Anger et al., 2015). Stress at work has many negative impacts on people working life. When employees feel under a high level of stress, their mental and physical illnesses will be negatively impacted. In addition, other side effects will be observed in the employee's behavior and health like heart disease, back pain, alcohol abuse, and drug dependency.

In the tall structure, where bureaucratic, low efficiency, and routine tasks exist people are always faced with a high level of stress. The job characteristics like autonomy, stability, and task variety have a direct impact on the level of stress (Ivancevich & Donnelly Jr, 1975; H. Kim & Stoner, 2008; Parker & DeCotiis, 1983). These practices help to control the level of stress at work.

It is time to review and update the traditional methods of the job description. Tasks for each job should be aligned and fit with the organization's mission and the employee's personality. A meaningful job might improve employee satisfaction and reduce job-related stress. HR managers need to manage stress effectively.

The study found that effective management practices like safety procedures, workload management, and flexible working arrangements help employees to feel satisfied, reduce the level of stress, and improve the retention rate (Hoogervorst, van der Flier, & Koopman, 2004; Shifrin & Michel, 2022; Wheatley, 2017).

HR managers in many organizations conduct a systematic review to identify the source of stress in the workplace. This practice can help managers to demonstrate a high level of job autonomy, providing people a chance to make decisions, and adopting sophisticated working strategies to reduce job stress among employees (Park & Kim, 2013; Penconek et al., 2021).

International professional bodies such as the International Labour Organization (ILO) recommend adopting decent working practices that help people to have a positive attitude towards the working environment. The working environment provides people at
work with full freedom to express their working concerns and participate effectively in
the working decisions (Somavia & General, 1999). Studies found a positive association
between a high level of job autonomy, low stress, and a state of psychological well-being
which translated into high performance (Gardner, 2020). Other studies found negative
associations between a high level of job autonomy and the level of stress, burnout,
depression, and anxiety (Day, Crown, & Ivany, 2017; Han et al., 2018; Prem, Kubicek,
Diestel, & Korunka, 2016).

**H1: Job Autonomy Decreases Job Stress**

1.2 JOB AUTONOMY AND JOB SATISFACTION

Researchers found that a high level of job autonomy reduced the attitude toward
the complexity of the job nature (Chung-Yan, 2010). When job autonomy increases, the
probability of a worker being satisfied with the current job increases.

Previous research showed that women are more satisfied when high autonomy
exists than men (Taylor, Bradley, & Nguyen, 2003). This support some research that
found women tend to show more job satisfaction than men (Clark & Oswald, 1996).

Management should improve the working environment regularly to improve
overall performance and job satisfaction. The development of employees' well-being
supports improving job satisfaction and building a decent working environment where
employees performed better. Factors like health practices and well-being can improve
employee engagement, employee satisfaction, and organizational performance.

The positive attitudes of employees toward Job autonomy might lead to affect
their job satisfaction. Job autonomy leads to improve job satisfaction (Lopes, Lagoa, &
Calapez, 2014; Y.-I. Oh, Kim, & Kim, 2019; Ross & Reskin, 1992). Different studies
found that employees perceived positive attitudes regarding their autonomy (DeCarlo &
Agarwal, 1999; Mharapara, Staniland, Stadler, Clemons, & Dixon, 2022; Ross & Reskin,

HRM in the educational field can make employees' expectations clear. Managers
and supervisors should conduct regular meetings to discuss the job's related issues with
employees. This practice helps to improve their attitude toward their current jobs.

Satisfied employees perform better than dissatisfied ones (Peiró, Kozusznik,
Rodríguez-Molina, & Tordera, 2019). HR managers should formulate working policies
that encourage participation and involvement in decisions among all employees at all levels.

The concept of job design focuses mainly on the best way of doing jobs. This help to enhance the employees' as well organizational performance. A job that is designed to enable employees to succeed might create positive attitudes toward the working environment. Studies found that job autonomy, job performance, and job satisfaction have strong positive correlations (Johari, Tan, & Zulkarnain, 2018; Peng, Wu, & Guo, 2022).

Leaders in the education sector can improve the level of job autonomy by providing employees, teachers, and principals the full authority to perform their jobs (Dhar, 2016). In addition, providing employees a chance to participate in the main committees will be an effective tool for developing their involvement, participation, and positive attitudes toward the working environment.

**H2: Job Autonomy Increases Job Satisfaction**

### 1.3 JOB AUTONOMY AND TURNOVER INTENTION

Employee turnover explains as the proportion of employees who leave the organization during a period. The turnover rate is usually calculated as a percentage of total workforce numbers. Turnover considers a problem related to many factors in the workplace (Haileyesus, Meretu, & Abebaw, 2019). Turnover intention is defined as an employee's willingness to leave his or her current job for another alternative (Tett & Meyer, 1993).

The lack of job autonomy might lead to pushing employees to leave their jobs. Studies found very few connections between job autonomy and the level of turnover and turnover intention (R. Li & Yao, 2022; McKnight, Phillips, & Hardgrave, 2009; Shih, Jiang, Klein, & Wang, 2011). Many studies found that job autonomy is associated negatively with turnover intention (H. Kim & Stoner, 2008; J. Oh, 2020; Wang, Jiang, & Mao, 2020).

There is a great need to adopt high job autonomy. If teachers, employees, or principals decide to leave, this adds additional costs to find newcomers. The education sector depends on people who have a piece of unique knowledge and skills. Thus, it seems difficult to find a substitute for those with such unique knowledge and skills.

**H3: Job Autonomy Decreases Turnover Intention**
1.4 JOB STRESS, JOB SATISFACTION, AND TURNOVER INTENTION

Organizations should control the level of stress by conducting scientific methods to understand the main causes of job stress. This is done through professional stress management practices. Different studies have found that stress leads to affect turnover intention (Arshadi & Damiri, 2013; Layne, Hohenshil, & Singh, 2004). When employees work under a high level of stress for a long time, this leads to create mental and physical illness. The result will be translated into turnover, absenteeism, and a low level of productivity. Studies found that turnover intention corresponded always with stress (Lai, Hossin, Li, Wang, & Hosain, 2022). HR managers and line managers should understand the causes of stress for each job. Suitable management practices like effective coaching, advising, and training might help people at work to balance their work with their social life (Gyllensten & Palmer, 2005). These practices help employees to perform better and improve their job satisfaction. Different studies found a positive association between the level of stress, job satisfaction, and turnover intention (Arshadi & Damiri, 2013; Salama, Abdou, Mohamed, & Shehata, 2022). Although these studies tried to explore the impact of stress on turnover intention, however, majority of these studies were conducted in other fields like tourism, marketing, and nursing. Few studies highlight the interrelations between turnover intention, job stress, job satisfaction, and job autonomy in the education sector.

\[ H4: \text{Job Stress Increases Turnover Intention} \]

\[ H5: \text{Job Stress Decreases Job Satisfaction} \]

1.5 JOB SATISFACTION AND TURNOVER INTENTION

In addition, HR practices like total reward, training, and employee relations help employees to retain for a long time (Elrayah & Semlali, 2023). The working environment is one of the most important factors that lead to a high level of job satisfaction and reduces the turnover rate (Lambert, Hogan, & Barton, 2001; N. Li, Zhang, Xiao, Chen, & Lu, 2019).

The teaching environment has some factors that create stress. Research showed that teachers usually work weekly an average of 38 hours (Burns & Darling-Hammond, 2014; Peña-López, 2009). A high level of stress might negatively affect the employee's turnover and intention to leave (Coomber & Barriball, 2007).
A decent working environment where high standards of working practices exist might attract, retain, and sustain professionals for a long time. Different studies found that job satisfaction decreases turnover intention (Chao, Jou, Liao, & Kuo, 2015; Seston, Hassell, Ferguson, & Hann, 2009).

HR managers should formulate effective working policies that align with employees' real needs. This might create a conducive working environment with a low level of turnover where productive employees want to stay. Effective HRM policies and practices lead to improving the level of employee satisfaction (Strenitzerová & Achimský, 2019). Thus, these practices improve overall performance and reduce turnover among employees (Qadri et al., 2022).

H6: Job Satisfaction Decreases Turnover Intention

H7: Job Satisfaction mediates the relationship between job autonomy and Turnover Intention

H8: Job Stress mediates the relationship between job autonomy and Turnover Intention

2 THEORETICAL FRAMEWORK

Independent Variables: Job Autonomy; JobSatis=Job Satisfaction; Job Stress; Dependent Variable: Turnover Intention=TurnoverInten. Mediators: JobSatis=Job Satisfaction; Job Stress;

Figure 1 – Proposed Model of the Study

Source: Prepared by the authors (2023)
3 METHODOLOGY

3.1 PARTICIPANTS AND PROCEDURES

Data for this research was gathered from the survey managed by the Organization for Economic Co-operation and Development (OECD). The Teaching and Learning International Survey (TALIS) surveyed more than 240,000 teachers in 50 countries and economies. The total number of participating countries in this survey is 47. This survey collects data that covers many aspects and variables of teachers working life, such as job autonomy, job satisfaction, well-being, job stress, and motivation (OECD, 2022). The sample of this survey is about 15980 lower secondary teachers who responded to this survey. (30.9%) male teachers and (69.1%) female teachers.

3.2 MEASURES

According to the TALIS survey, 65 statements measured job autonomy related to the job of managers, teachers, principals, etc. The Cronbach's Alpha is 80.2%.

*Job Autonomy:* Four main questions are set to cover the general area of autonomy like autonomy for staffing, autonomy for budgeting, autonomy for educational policies, and autonomy for instructional policies. Statements to measure job autonomy include "Establishing student's assessment policies; deciding which courses are offered; determining courses contents; I make the important decisions".

*Job Stress:* nine items were used to measure job stress. The Cronbach's Alpha is 80.8%. Some examples of these statements include" having extra duties due to absent school staff; having too much administration work to do; being held responsible for students' achievement".

*Job Satisfaction:* thirteen items were used to measure the employees' job satisfaction. The Cronbach's Alpha is 85.5%. Examples of these statements include" I enjoy working at this school; I would recommend this school as a good place to work; I am satisfied with the salary received from my work.

*Turnover intention:* the turnover intention was measured by one major statement" I would like to change to another school if that were possible".

3.3 DATA ANALYSIS

SPSS version 24 was used to analyse the secondary data as provided by the TALIS database. Both Pearson correlations and regression analysis were used to assess the main
hypotheses of this study. In addition, researchers used JAMOVI advanced mediation models to conduct the mediation analysis and path analysis. The correlation coefficient ranges from -1 to 1, with higher absolute values indicating better dependency between the variables of the study (Bermudez-Edo, Barnaghi, & Moessner, 2018).

Reliability analysis is used to assess the variance of the items that construct each variable. If results show that items used in the research correlated to each other, then the value of alpha increased (Tavakol & Dennick, 2011). The researchers also used the Conformity Factor Analysis (CFA) to test how well the measured variables represent the number of constructs used in our model.

4 RESULTS AND DISCUSSION
4.1 CORRELATION ANALYSIS

To find out the relationship between job autonomy and job stress, this research uses Pearson correlation coefficient analysis. Error! Fonte de referência não encontrada. shows a strong negative statistically significant correlation between job autonomy and job stress ($r = -0.041$, $P<0.05$).

This shows how the independent variable (job autonomy) has negatively affected the dependent variable (job stress). When organizations improve the level of employees’ participation in decisions making, this leads to reducing the level of employee stress. In addition, giving employees, teachers, and principals more authority, freedom, and flexibility help organizations enhance the level of job autonomy.

<table>
<thead>
<tr>
<th></th>
<th>Job Autonomy</th>
<th>Job stress</th>
<th>Job Satisfaction</th>
<th>Turnover Intention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Autonomy</td>
<td>1</td>
<td>-.041**</td>
<td>.018*</td>
<td>-.043**</td>
</tr>
<tr>
<td>Job stress</td>
<td>-.041**</td>
<td>1</td>
<td>-.190**</td>
<td>.126**</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.018*</td>
<td>-.190**</td>
<td>1</td>
<td>-.328**</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>-.043**</td>
<td>.126**</td>
<td>-.328**</td>
<td>1</td>
</tr>
</tbody>
</table>

Correlation is significant at the 0.05 level (2-tailed).
Source: Prepared by the authors (2023)

Analysis of the data supported the main hypothesis H1 to H6. Data analysis in Error! Fonte de referência não encontrada. shows a negative statistically significant correlation between job autonomy and job stress ($r = -0.041$, $P<0.01$), H1 supported. The results also show positive correlation between job autonomy and that job satisfaction ($r = .018$, $P<0.01$), H2 supported. This result shows how the independent variable (job
autonomy) has positively affected the dependent variables (job satisfaction). The above results indicate that when managers provide their employees with full authority, freedom, and participation in decisions, this leads to enhance job satisfaction and reduce job stress.

The results in **Erro! Fonte de referência não encontrada.** show a negative statistically significant correlation between job autonomy and employee turnover intention ($r = -.043$, $P<0.05$), H3 supported. This direct negative correlational finding shows how the independent variable (job autonomy) has negatively affected the dependent variable (turnover intention). When organizations improve the job autonomy among employees, this help to reduce the turnover intention among them.

The results in **Erro! Fonte de referência não encontrada.** show a positive statistically significant correlation between job stress and employee turnover intention ($r = .126$, $P<0.05$). This indicates that job stress plays positive role to increase turnover intention, thus H4 supported. In addition, result shows a negative correlation between job stress and job satisfaction ($r = -.190$, $P<0.05$), thus H5 supported. This direct correlational result shows how the independent variable (job stress) has affected the dependent variable (job satisfaction).

This direct impact of job stress on job satisfaction and turnover intention requires great attention from organizations. Organizations should manage stress at work effectively to control the level of job satisfaction and turnover intention.

The results in **Erro! Fonte de referência não encontrada.** show a negative statistically significant correlation between job satisfaction and turnover intention ($r = -.328$, $P<0.05$). This direct correlational result shows how the independent variable (job satisfaction) has negatively affected the dependent variable (employee turnover intention). When organizations improve the working conditions, this leads to reduce turnover intention among employees. Thus, H6 supported.

### 4.2 DESCRIPTIVE STATISTICS OF THE CONSTRUCTS AND ITEMS RELIABILITY STATISTICS

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Cronbach’s α</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Autonomy</td>
<td>3.01</td>
<td>1.73</td>
<td>0.833</td>
</tr>
<tr>
<td>Job stress</td>
<td>2.06</td>
<td>1.62</td>
<td>0.734</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>3.13</td>
<td>1.45</td>
<td>0.761</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>3.59</td>
<td>1.18</td>
<td>0.756</td>
</tr>
</tbody>
</table>
The above shows the reliability and the validation of the measurements used in our model. As the Erro! Fonte de referência não encontrada. shows, all indicators exceed .70, in addition, the composite reliability is .818 which is good(Litwin & Fink, 1995).

| Source: Prepared by the authors (2023) |

The model fit measures in Erro! Fonte de referência não encontrada. show that R² is 0.735 which means that our model predicts about 73.5% of the variation in the dependent variable (Turnover intention) is explained by independent variables (Job autonomy, Job stress, and Job Satisfaction), only 26.8% of the change in turnover intention can be explained by other factors. This shows how our model fits the data. In addition, the researchers used Root Mean Square Error of Approximation (RMSEA), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). The value of RMSEA as in Erro! Fonte de referência não encontrada. indicates that values of 0.01 as excellent, 0.05 as good, and 0.08 as mediocre fit, in our model RMSEA equal 0.0530 which indicates good fitness. Researchers stated that values less than .05 (Browne & Cudeck, 1992) or .06 (Hu & Bentler, 1999) this indicates “good” fit. The CFI is more than 0.90 and TLI is more than 0.95 which indicates better fit.

| Source: Prepared by the authors (2023) |

4.3 MEDIATION ANALYSIS

| Lower Estimate SE Lower Upper β z p |
| --- | --- | --- | --- | --- | --- | --- | --- |

Table 4: Root Mean Square Error of Approximation

<table>
<thead>
<tr>
<th>CFI</th>
<th>TLI</th>
<th>RMSEA</th>
<th>90% CI</th>
<th>Model Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.910</td>
<td>0.887</td>
<td>0.0530</td>
<td>0.0518 - 0.0542</td>
<td>0.974</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

### Table 6: Factor Covariance

<table>
<thead>
<tr>
<th>Lower</th>
<th>Estimate</th>
<th>SE</th>
<th>Lower</th>
<th>Upper</th>
<th>z</th>
<th>β</th>
<th>Stand. Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>TurnoverInt</td>
<td>1*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JobSatis</td>
<td>0.98</td>
<td>0.00113</td>
<td>0.978</td>
<td>0.982</td>
<td>870</td>
<td>&lt; .001</td>
<td>0.98</td>
</tr>
<tr>
<td>JobAutonomy</td>
<td>0.774</td>
<td>0.00411</td>
<td>0.766</td>
<td>0.782</td>
<td>188</td>
<td>&lt; .001</td>
<td>0.774</td>
</tr>
<tr>
<td>JobStress</td>
<td>0.849</td>
<td>0.00277</td>
<td>0.843</td>
<td>0.854</td>
<td>306</td>
<td>&lt; .001</td>
<td>0.849</td>
</tr>
<tr>
<td>JobSatis</td>
<td>1*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JobAutonomy</td>
<td>0.771</td>
<td>0.00419</td>
<td>0.763</td>
<td>0.779</td>
<td>184</td>
<td>&lt; .001</td>
<td>0.771</td>
</tr>
<tr>
<td>JobStress</td>
<td>0.824</td>
<td>0.00305</td>
<td>0.818</td>
<td>0.83</td>
<td>270</td>
<td>&lt; .001</td>
<td>0.824</td>
</tr>
<tr>
<td>JobAutonomy</td>
<td>1*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JobStress</td>
<td>0.712</td>
<td>0.00468</td>
<td>0.703</td>
<td>0.722</td>
<td>152</td>
<td>&lt; .001</td>
<td>0.712</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

**Erro! Fonte de referência não encontrada.** Shows that the indirect row has mediated effect. This indirect effect of the mediations are statistically significant (β = .196, .141 respectively, p-values < .001), and we would determine that job stress and job satisfaction are significant mediators of the effect between job autonomy and turnover intention. The direct row also shows mediated effect (β = .1, p-values < .001). The total effect indicating significant mediation of the current variables (β = .44, p-values < .001). Thus, H7 and H8 supported.

To test how well our measured variables represent the number of constructs, we used the conformity Factor Analysis (CFA). In our model, the results of CFA in **Erro! Fonte de referência não encontrada.** and Source: Prepared by the authors (2023)

**Erro! Fonte de referência não encontrada.** Show that our model is good fit with the data and mediating effects results. Thus, the measured variables represent the number of constructs. Results confirmed that our model is good.
5 CONCLUSION

The research tries to assess the relationship between job autonomy, job satisfaction, job stress, and turnover intention among employees who are working in the educational sector. It tries to explore how job autonomy affects the level of stress, job satisfaction, and employee turnover intention. It also tries to find out the mediation effects played by job stress and job satisfaction on the relationship between job autonomy and turnover intention.

The results of this research indicate that job autonomy is very critical for employees’ job stress, job satisfaction, and turnover intention. All hypotheses used by the researchers are supported. This research finds a negative correlation between job autonomy and employee stress. This means that a professional job design that provides a high level of job autonomy leads to a decrease in the level of people's stress. If a high level of stress exists, it might lead to an increase in the rate of absenteeism, level of conflicts, and a decrease the overall performance. The result support hypothesis that job autonomy decreases job stress. This result comes in line with the previous and recent studies' results(Pisljar, van der Lippe, & den Dulk, 2011; Solomon, Nikolaev, & Shepherd, 2022). These studies found negative associations between job autonomy, task control, and job stress.

HR managers at schools should conduct job analysis regularly, review job specifications, and update the main tasks and responsibilities to make sure that the current jobs provide a high level of autonomy. Employees are expected to have less stress if they are involved and participated in the decision-making processes(Nurcholidah, Haryono,
Sunaryo, & Hendarsjah, 2023). This might easily be done by establishing the relevant working committees and quality circles.

This research also finds a positive association between job autonomy and job satisfaction. This result supports the hypothesis that job autonomy increases job satisfaction. The result comes in line with many previous studies (Carmel, Yakubovich, Zwanger, & Zaltcman, 1988; Chang & Cheng, 2014; Finn, 2001; Ross & Reskin, 1992). School management must assess and enhance people's participation at all stages. This might improve the level of job satisfaction among employees.

The results of this research also show a negative correlation between job autonomy and the intention to leave as well as the turnover rate. This result supports the hypothesis that job autonomy decreases turnover intention among employees. This result comes in line with the previous result (R. Li & Yao, 2022; Shih et al., 2011).

In addition, the data analysis in this research shows a positive correlation between job stress and turnover intention. This result comes in line with the previous studies' findings (Arshadi & Damiri, 2013; S. S. Kim, Im, & Hwang, 2015; Liu & Onwuegbuzie, 2012). These previous results came from different employment sectors like health, hotels, and education. This reinforces the best practices in decent working, especially in the education sector. HR managers, school management, and ministries of education should adopt an effective stress management intervention to remove all factors that cause job stress among teachers and other supporting employees.

This study also finds a negative correlation between job satisfaction and turnover intention among teachers. The result supports the hypothesis that job satisfaction decreases turnover intention. It also comes in line with the previous researchers' findings (Joo & Park, 2010; Lu, Lin, Wu, Hsieh, & Chang, 2002; O’Connor, 2018; Tnay, Othman, Siong, & Lim, 2013).

The study finds that job stress and job satisfaction mediate the relationship between job autonomy and turnover intention. It is highly recommended to understand these factors and control them effectively.

Very few research use international context to find out the role of job autonomy in the education sector. This empirical study tries to highlight the direct impact of job autonomy on employees' stress, satisfaction, and turnover intention. In addition, the research highlights the indirect relationships between job autonomy and job satisfaction, employee stress, and turnover intention. The findings of this study help the decision
makers at the educational institution to think deeply about the effective strategies which help to improve the level of job autonomy, improve the level of job satisfaction, and reduce the factors that are responsible for job stress to improve the retention rate and reduce turnover intention.

Secondary data from TALIS was collected and analyzed. The data analysis shows a negative correlation between job autonomy and employee stress. This result is supported by previous studies. HRM in the educational sector should review the traditional working roles and responsibilities and adopt a high job autonomy, especially during a pandemic such as COVID-19.

In addition, the study finds a positive correlation between job autonomy and employee job satisfaction. This shows how job autonomy in the educational sector is important to enhance employee satisfaction which leads to improving overall performance. Thus, HRM can review and develop the job descriptions and working responsibilities to ensure that all employees are provided with a high level of freedom to make decisions, control their work, and behave proactively in different situations.

The study also finds a negative correlation between job autonomy and turnover intention. Generally, turnover is normal behavior. However, the turnover rate in the education sector will affect the whole system negatively. It is very costly for schools to find recruits if this rate increases suddenly. The role of HRM again is to make create meaningful jobs for employees and provide them with the required level of autonomy to perform these jobs.

Finally, the study finds a positive correlation between job stress and turnover intention. When employees feeling of highly stressed, they start to think seriously to leave for another job. The HRM should adopt effective stress management strategies to tackle and overcome any negative consequences of this high stress like leaving the job. The data analysis also finds a negative direct impact of job satisfaction on turnover intention. Thus, when organizations improve overall satisfaction and people's attitudes toward the working environment, this leads to reduce the turnover intention. Employees in such a working environment think positively to retain for a long time. This study focuses on the educational sector. The main limitation is that it tries to understand the effect of job autonomy in this sector only. There is room for future research to fill the gap of this study. This study highlights the impact of job autonomy on turnover intention using the job' stress, job's satisfaction as mediation.
Future studies can assess other factors that mediate the relationship between the dependent and independent variables used in this study. In addition, there is room to study the effect of other variables like gender differences and how these differences shape the relationships between job autonomy, job stress, job satisfaction, and turnover intention.

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