

A Study on Trends and Issues of Employee Turnover in Education Sector with Special Reference to Professional and Technical Institutes in Twin Cities of U.P

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Abstract:

Purpose of this investigation is to study the current trends, issues and reasons of Employee Turnover in Education Sector. A study of this kind would highlight the dimensions, which can be used to upgrade the level of job satisfaction, organization H.R policies and can help in controlling the employee turnover rate in Education Sector. This may also help in retaining their talented employees within the organization and prevent them leaving and going to work for other organization. The present study aimed at identifying certain variables related to Employee Turnover in Education sector with special reference to the Professional and Technical Institutes. Study determines the effect of Employee Turnover with Impact of gender, experience, age wise difference, marital status, organizational climate, and informal relation within organization etc. population of the study was Faculty member's i.e. Professors, Associate Professors and Assistant Professor in the Twelve Professional and Technical Institutes in the Twin Cities of U.P. Two hundred twenty males and females Faculty members responded to the Researcher's Questionnaire. Instrument used for data collection was Structured Questionnaire.

The demographic, organizational, personal attitude and behavioral portion of the Instrument was developed by the Researcher to sort out the information related to these factors. The major findings of the study revealed that gender- wise, experience- wise, age- wise differences, marital status, organizational climate, working in uni-sex, informal relation within organization, attitude and behavior have a significant impact on Employee Turnover Rate.

Keywords : *Employee Turnover, Employee turnover Rate.*

I. INTRODUCTION

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

Employee Turnover has been one of the important issue and problem for the H.R Practioners and Organization. The purpose of H.R Manager is to select the talented and competitive employee for an organization and also to retain that talented workforce for a long extent. Organizations do a lot of effort to make their employee happy at workplace, so that the employee works effectively and efficiently for an organization. But still the employee leaves the organization and joins the new one. In the widely cited paper (white, 1995) found that the causes of Employee Turnover fall under three categories: job dissatisfaction, errors in employee selection and poor management. (Sheelan, 1995) found that the most common cause of turnover is job satisfaction. Turnover is often utilized as the indicator of company performance and can easily be observed negatively towards the organization's efficiency and effectiveness (Glebbek & Bax, 2004). (Werbel & Bedeian, 1989) found that the new employees often bring positive input into the company if the turnover is handled correctly. (Gordon Bowden, 1952) introduces what he calls a simple solution to the turnover problem, that being to pay employees more than the competition. (Hom & Kinicki 2001) found that employees blame work and thus become dissatisfied with their jobs as part of the inter role conflict caused by the combined responsibilities of work, family, community and personal. (Lyun Coleman, 1989) offers ideas on how to correct and prevent employee turnover. Some of his recommendation includes the institution of exit interview and other methods of finding the reasons for people leaving the company. (Noah and Yong- Pin, 2002) agree that properly selecting employees is in fact a huge aspect of employee turnover. An Adequate orientation and training program is necessary in order to well- equip personnel with the proper knowledge and skills necessary to do accomplish the job efficiently and effectively (Coleman 1989).

The present study aims at identifying the current trends and issues of Employee Turnover in Education sector with special reference to Professional and Technical Colleges in Twin cities of U.P.

II. SIGNIFICANCE OF THE STUDY

The prospect of getting higher pay elsewhere is one of the most common contributors to turnover. This can be observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs. However, there is evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit. Rather, it is believed that high turnover persists in certain jobs and organizations because they have an atmosphere in which employees look for reasons to leave, and money is a convenient and sometimes compelling justification.

Turnover tends to be higher in organizations where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant. Clearly, if managers are impersonal, arbitrary, and demanding, there is greater risk of alienation and turnover.

High turnover can be a serious obstacle to productivity, quality, and profitability at firms of all sizes. For the smallest of organizations, a high turnover rate can mean that simply having enough staff to fulfill daily functions is a challenge, even beyond the consideration of how well the work is done when staff is available. Turnover is no less a problem for major organizations, which often spend millions of dollars a year on turnover-related costs.

III. RESEARCH OBJECTIVES

The purpose of this study is to undertake an empirical approach to investigate the potential relationship between the working satisfaction structure and the organization employee turnover. The primary objectives were defined as following:

1. To investigate what are the causes for the high employee turnover in the Technical and Professional Colleges in Twin cities of Uttar Pradesh.
2. To study how the reduce turnover and increase employee retention in the Technical and Professional Colleges in Twin cities of Uttar Pradesh.

IV. LIMITATIONS OF THE STUDY

1. The present study was delimited to the twin cities of UP only.
2. This study was restricted only to Twelve Technical and Professional institutes in Agra and Mathura.

V. RESEARCH METHODOLOGY

This research adopted a questionnaire approach by collecting data from current employees in Technical and Professional colleges in Agra and Mathura. The questions include items pertaining to the respondent's personal information (5 items), respondent's employee tenure in the company (2 items), respondent's opinion about employee loyalty (3 items) and employee satisfaction (2 items). Other questions asked the respondents to evaluate their level of importance of employee characteristics (12 items) and their perceived manifestation of these characteristics (11 items). To predict retention, respondents were also asked to indicate their level of satisfaction with their current organization, the effectiveness of company to remain good employee, their likelihood to find another job and their confidence. The last set of questions asked respondents to assess employment features that would cause dissatisfaction.

The study introduces employee's working satisfaction and external, internal encouragement, private talking and questionnaire are carried through in the colleges of Agra and Mathura--male and female (225 respondents). The reason that employee turnover in the company is to be found based on the analysis of these investigation.

The respondents of this research were employees of Technical/ Professional colleges of Agra and Mathura. The questionnaires were distributed through Management of the colleges. A total of 250 questionnaires were distributed. The participants returned 225 questionnaires to yield a response rate of 90%. In the investigation it is not only important to know how the people feel about a specific aspect or if the score is high or low, but also how important the aspects is for them. The importance of an aspect for the people can be measured with two different methods: the direct method (asking with every question in the questionnaire how important this is for them) and the indirect method, which is a statistical method (correlation analysis)

The employee satisfaction investigation consists of three phases as following:

- (1) Preparation. Many aspects have to be taken into account during preparation. To get valuable and reliable results, certain level of response is needed. One factor that influences the response is the anonymity. The anonymity of the employees must be guaranteed in the questionnaire.

(2) Implementation. This phase consists of the way of distributing the questionnaires and the reporting of the results. Differences between the personal backgrounds and the organization and the result areas are made by analyzing the results to get more precise information.

(3) Follow-up. After the results are analyzed you know how satisfied the employees are, the process of continually improving and changing begins.

VI. POPULATION OF THE STUDY

In this study the population consisted of the faculty members working in Technical and Professional Institutes located in the region of Agra and Mathura. Faculty members working in public or private Technical and Professional Institutes were considered as elements of population for the study. The questionnaire was distributed among the faculty members but researcher got response from 225 members. 100% population was taken as sample but turnout was 90%. Sample size is one of the major concerns for research methodology. A general rule for researcher is to draw a sample of cases as few as they must and as many as they can but particularly for survey data sample of around 200 cases usually give 100 sufficient scope for analysis. However, mere size of the selection of sample is important. (Iqbal 2007). Therefore, the researcher practiced utmost care while determining the sample size drawn for the available population.

VII. DATA ANALYSIS AND DISCUSSION

The outcome of the statistical analysis of the questionnaire which is for further research of job satisfaction, and those data provide more detail information of some reasons and facts of employee turnover. By analyzing those aspects and reasons, this part will connect the facts with the academic theory before-mentioned and find out the practical actions for Technical and Professional colleges on this problem. By analyzing those factors of impact on job satisfaction, it will show to the colleges, that the management should treat employees with different methods in order to attract them in the hotel. And the motivation will be varied with specific circumstance.

The questionnaires were distributed through management of Technical and Professional colleges. A total of 250 questionnaires were distributed. The participants returned 225 questionnaires to yield a response rate of 90 %. Because the respondents need not to sign their names in the paper, so in my opinion the questionnaires is mainly their actual own ideas about their job. In the following I will present some data.

The structure of age, gender, marital status and educational background of the respondents. From the respondents participating in the study represented the age groups which between 18 – 48 years old and had a median of 28 – 38 years. There was nobody under 18 or elder than 48. The most prevailing age groups represented in the sample were: between 18 – 28 years (47.5%), between 28 – 38 years (30%), between 38 – 48 years (22.5%). A large proportion of the respondents were single (52.5%) and the rest were married (45%). Only one person was divorced (2.5%). The gender distribution between males and females is 45% and 55%.

Some turnover is demographic specific, particularly for women who are balancing work and family duties at the same time. Such women (or men) may choose to leave an organization instead of sacrificing their other interests and responsibilities in order to make the job work out.

Retirement of experienced employees can cause high rates of turnover and extreme loss in productivity, particularly in industries where there is little competition. Work stress related to particular types of jobs can also cause turnover.

VIII. REASON FOR EMPLOYEE TURNOVER

1. **The economy** - in exit interviews one of the most common reasons given for leaving is the availability of higher paying jobs. Some minimum wage workers report leaving one job for another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
2. **The performance of the organization** - an organization perceived to be in economic difficulty will also raise the specter of impending layoffs. Workers believe that it is rational to seek other employment.
3. **The organizational culture** - much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate.
4. **The characteristics of the job** - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors.
5. **Unrealistic expectations** - Another factor is the unrealistic expectations and general lack of knowledge that many job applicants has about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.

6. **Demographics** - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g. smoking) or past employment history (e.g. many job changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verify such bio data empirically.
7. **The person** - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover.
8. **Other Reasons are :-**
 - a) Time schedule of work
 - b) Salary package.
 - c) Growth and development of Employee's career.
 - d) Improper HR practices.
 - e) Compensation
 - f) Gap between employee expectation and job role.
 - g) Relation between Peer group.
 - h) Communication and co-ordination between immediate boss, seniors and employee's.

IX. FINDINGS

- The demographic factors in the study reveals that the major respondents are male 58%, the maximum respondents belong to the age group 20-30 years i.e., 35%, and the majority of respondents experience is above 5 years and the monthly income earned by majority of respondents belongs to above 20,000 and the majority of the respondents qualification belongs to Post-graduate and Ph.D.
- The comparison between the working condition of employees' in the organization and the work load of employees reveals that is not significant to each other. Hence the work load and working condition does not coincide.
- The relationship between training program provided to employees and the reasons for leaving the organization by employees analyzed reveals that both has an equal variation.
- More than three fourth (64%) of the respondents think that highest possible turnover by age groups 26-30, followed by 31-35 age group.
- Almost 53% of the respondents believe that highest sources of turnover are by position/jobs followed by age groups.
- More than half (51%) of the participants think that the financial incentives are used significantly in their Colleges to combat turnover.
- Around 45 percent of the respondents believe that the non-financial incentives are used significantly in their Colleges to combat turnover.
- 45 percent of the respondents think that employees leave due to insufficiently attractive incentives in their Colleges.
- About 46 percent of the participants believe that employees leave due to reasons outside managerial/organizational control. (e.g. seasonal unemployment).
- About three quarter of the respondents think that employees leave due to more attractive incentives in competing Colleges.
- 43 percent of the respondents think that the existing measures taken to counter turnover have proven insufficient.
- More than half (57%) of the respondents think that significant proportion of employees are constantly on the lookout to leave the Colleges for better prospects elsewhere.
- Just over half (52%) of the respondents believe that turnover is a serious concern for their College's management.
- About 57 percent of the survey respondents think that having portable / flexible benefits is important to my College's employee retention efforts.

X. SUGGESTIONS

- Create a rotational schedule for roles with sets of tasks that cycle 2 or 3 times a year.
- Encourage employee pride by offering innovative programs that demonstrate that they are important to the success of the company or organization.
- Demonstrate respect for employees at all times.

- At the same time, don't neglect to hire people with the innate talent, ability, and smarts to work in almost any position even if you don't currently have the "best" match available. Hire the smartest people you can find to reduce employee turnover.

XI. CONCLUSION

The researcher has attempted to study some of the factors which may be the possible reasons for an employee to leave the organization. This research will help the organization to make the necessary measures to retain the employees. This will certainly bring down the causes for employee turnover and helps the management to reduce the employee turnover level. To reduce the employee turnover rate the colleges has to concentrate more on working condition and Safety measures. So it leads the organization to retain their employees.

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