

FACTORS AFFECTING EMPLOYEE TURNOVER IN EDUCATIONAL INSTITUTION IN PUNJAB AND IT'S IMPACT)

¹Poonam Chumber, ² Amarjeet Singh

¹Pre Final Year Student(MBA), ²Research Scholar, Sant Baba Bhag Singh University &
Assistant Professor, Pyramid College of Business & Technology, Phagwara

Abstract : Employees turnover has been become a great threat now a day so study is conducted to know whether there is only one factor or a number of factors that affect the employee turnover in an educational institution and at what extent. Under this study we found that there are a number of factors responsible for employee's turnover. Employee turnover has deep rooted impact on the working of the institute. To work in an effective way and for providing services to their customers the retention of valuable employees is pivotal. Because any defect in the management of human resource can affect the institution's working and image in the market. This study is conducted by collecting secondary as well as primary data. Primary data is collected by using questionnaire method with convenience sampling. The data collected from primary data shows that economical, managerial, work related and as well as working conditions regarding a job affect the employee turnover rate at different rate. Employee turnover does not affect by only one factor sometimes two or more than two factors can put impact on employee turnover in an educational institution. But it can be possible that if one factor is present at large level in one institution then it does not mean that same factor will exist in another institution.

IndexTerms - Employee turnover, Educational Institute, Factors, Turnover rate, Management .

I. INTRODUCTION

As blood is necessary for our body because without blood our heart will not pump means it would not work properly like that without employees the organisation is nothing instead of a name. Now a day employees' turnover has been become an emerging threat for the entire business world. Any organization whether Small or Big, National or International, Private or Public can't work without its blood in terms of employees. So, every organization needs employees to run all the works. It is impossible to imagine the organization without employee like a house without pillars. The retention of the employees makes the organization well worked. On the opposite turnover shaken it deep rooted so it is necessary to find out those factors which put vast impact on educational institute.

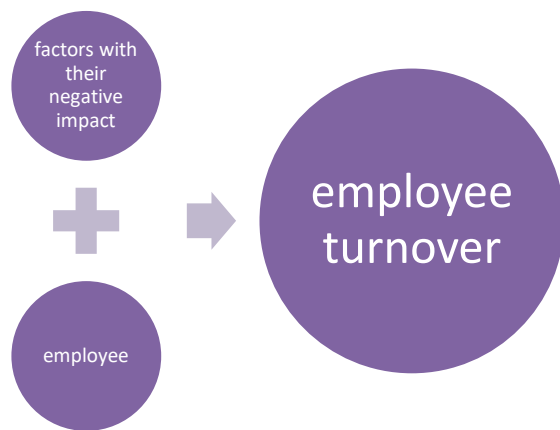
So, it is the prime duty of any organisation to maintain its premises in terms of employees. Employees are investable property of every organisational, so to get better from the investment made on the employee the organisation will have to be careful in its deeds. Otherwise the tremendous results will have to be seen by the educational institution. So, it is the responsibility of the management to regular study its institutional environment that can be internal or external for the purpose of studying those factors that affect the organisation in negative way. In quantitative form these factors can be one or more than one. The existence of any factor whether it is one or more than one can affect the organisational working at large extent which results in abatement of organisational image in public and thus reduce its market image by increasing the number of its competitors. Thus, it becomes difficult for the organisation to maintain its top most image in the market or to reach again at its previous peak level of prosperity and success.

EMPLOYEES: Employees are those assets of the organisation who worked together for the fulfilment of the organisational goal in returns of wages and other benefits.

EDUCATIONAL INSTITUTIONS: those institutions which provide the educational services to their customers that are students are known as educational institutions.

EMPLOYEE TURNOVER: Employee turnover means the numbers of the employees who leave the organisation because of any reason in a given period of time.

FACTOR: Those circumstances, fact, elements that can be in monetary or non- monetary terms having an impact or result which can be positive and negative known as factor.



Problem statement

This study is conducted to know those factors that force employees to leave the educational institution. So that the management can take important steps to tackle with these factors in order to remove the employees' turnover rate to have better functioning.

Literature review

Ongori.H[2007]: According to this study employee turnover is not depend on a single factor. A bunch of these factors always exist in the organisation and these factors are; abatement of the power of making decisions, communication gap between employee and employer and absence of financial incentives for performing better in task.so to reduce the turnover rate he suggested to apply some strategies like employee's empowerment, good selection and recruitment procedure, good relation between management and employees and some financial schemes to motivate employees to give their best. [1]

Kaur.B,et.al[2013]: In this study I found that the employee turnover rate increases with the turnover intention. If the turnover intention is low then the turnover rate will be low and if the turnover intention is high then the turnover rate would be high. Some factors like Quality of work life, job stress, job satisfaction and organizational justice put impact on turnover intention which leads to further employee turnover. So those strategies should be implemented so that all these factors put positive impact on the turnover intention. [2]

Jain.S[2013]: According to my view this study explains the main causes that increase turnover intention among employees. Employee turnover fully depends on turnover intention. Having high turnover intention will result in high turnover rate. This study helps in knowing the main reasons responsible for turnover intention by the medium of secondary data. The main causes for employee turnover are: work load, job insecurity, insufficient funding and resources, not be recognised by the upper management for doing well, lack of reward system, role ambiguity. All these factors can be categorised on the base of organisation, management, individual and job-related fact. The whole study is done by using secondary data to know which factor affect the turnover intention. [3]

Owence.C,et.al[2014]: In this study descriptive survey research design is followed. I found that staff turnover in educational institute puts vast impact on its performance because employees are backbone of every organisation. They serve as pillar of the organisation. If any one employee leaves his job it means that institution has lost its one pillar upon which the whole institute is situated. Some factors which compel employees to leave the job are staying as contracted worker for long time, lame promises of promotion, no increment in salary even after long time service and lack of appraisal of work by management. Job security is main reason for turnover. All these factors result in over workload and performing that duties which are beyond their job status area. So, management should follow such strategies of recruitment, selection, payroll, training and performance appraisal so that the equal chances should be given to all. [4]

Koesh.S,et.all[2014]: According to my view this study shows institutional factor as the main reason for employee turnover in public secondary school. In this research descriptive survey research design was followed and 21 schools of baring district were included in this research. To collect the data secondary data was used. The employees intend to leave their job when they are not paid for overtime and having excess work load. When the results of the students in the final exams come not satisfactory then by being suffered from criticism they have to leave the job. When the upper management does not appreciate them for doing bet in their tasks then it increases the feeling of disappointment in them which further leads to employee turnover. Many a time non-involvement of the staff in policy making activities and their personal problems compel them to leave the educational institution. So, to tackle with these problems the management will have to constitute some policies to reduce employee turnover. Good performance appraisal system, appointment of some more staff to reduce the work-load and the formation of a committee to help consult them in the reduction of personal problems are some tricks to reduce employee turnover rate. [5]

Siddiqui.A,et.all[2015]: In this study the primary data is collected by using questionnaire method and regression is used to test the data collected from one hundred and seventy-eight respondents. In Pakistan very, few people are in job field. So, for meeting their day to day expenses they do any job with extra workload. Thus, it means that work overload is not a significant reason for employee turnover. But those who are in job sector face job stress in their working life which becomes the reason for their turnover. Another factor which leads to turnover is stressful working environment. Therefore, main focus should be given to reduce the existing lapses in the organisation by following friendly environment and financial benefits strategies. [6]

Agol.L[2015]: According to my view the study puts light on the working of different factors in reducing turnover intension. This study was conducted in public sector by using questionnaire method followed by mean and standard deviation. The study reveals that dedication among the employees help in reducing turnover intention. It means that if an employee is dedicated toward his or her work then it is sure that he or she will perform that task with zeal. If any employee performs well then it is the

responsibility of the management to reward his or her by financial or non- financial means. Employee performs his task in better way if he has a well-structured schedule with him then he will perform his duties regarding home and work very efficiently. Researcher further said that employee absorption and employee turnover have negative relationship. It means in the existence of one the other will be absent. So, the major focus should be given towards the institution of good schedule and to motivate the employees. [7]

D.E.A[2014]: According to my view this research helps in finding the relationship between the employee turnover, productivity and job satisfaction. It in any organisation there is low employee turnover then it does not depict that there would be high productivity. There may be the situation of low employee turnover with low job satisfaction. There may be situation of high productivity with low job satisfaction. It means that if one factor exists then the other may be absent. But I found that at some extend the job satisfaction is important factor and the management should pay full attention towards this factor for the purpose of increasing it and as well as the management should take exist interview so that the main reason for leaving the job can be known. Thus, the effective strategies can be made to cope with the problem of employee turnover in educational institution. [8]

Objectives of the study

The main objective of the study is to know which factors are responsible for employee turnover in educational institution in Punjab, so that the necessary steps can be taken to overcome the impact of these factors in an educational institution to run the working of the organisation in an effective way for the purpose of achieving the organisational goal.

To know whether the economical factor affect turnover rate

To know whether the managerial factor affect turnover rate

To know whether the working conditions affect turnover rate

To know whether work related factor affect turnover rate

Hypothesis

H0: there is no significance difference between economical factor and employee turnover

H1: there is significance difference between economical factor and employee turnover

H0: there is no significance difference between managerial factor and employee turnover

H1: there is significance difference between the managerial factor and employee turnover

H0: there is no significance difference between the working conditions and employee turnover

H1: there is significance difference between the working conditions and employee turnover

H0: there is no significance difference between the work-related factor and employee turnover

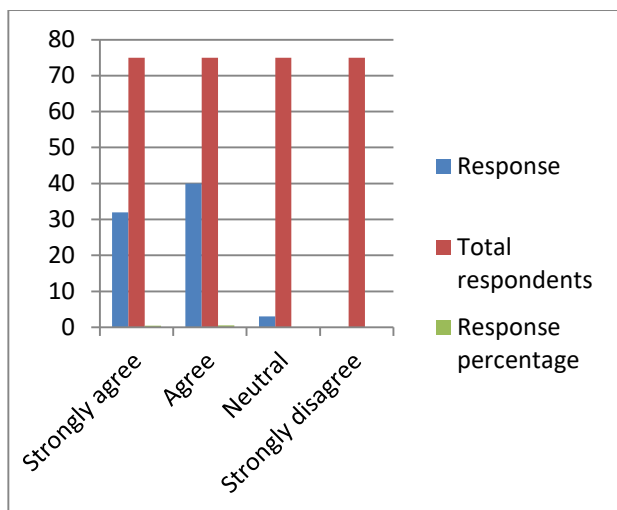
H1: there is significance difference between the work-related factor and employee turnover

Research methodology: This study is done through the primary and secondary data. For primary data I used Linkert scale for questionnaire method and convenience sampling is also followed in this survey. Out of 80 questionnaires 75 questionnaires were received fully filled from an educational institution, which were further used for next process.

Calculations and observations: The observations I got from these filled questionnaires are:

1. Does an unsatisfactory pay-scale affect employee turnover?

options	Response	Total respondents	Response percentage
Strongly agree	32	75	42.6%
Agree	40	75	53.3%
Neutral	3	75	4%
Strongly disagree	0	75	0
Disagree	0	75	0

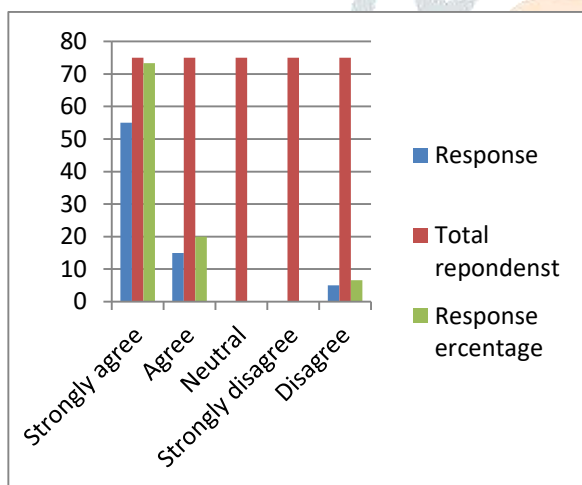


Interpretation: the data shows that 53.3% respondents are agree while 42.6% are strongly agree and other 4% are neutral about the pay-scale impact on employee turnover.

Findings: data shows that employees are more aware about the paying scale of the educational institutions. Good pay scale can help to retain the employees. Every employee has a keen desire to get good salary for his survival in better way. If the employees find unsatisfactory salary package given to them then it is obvious that they will find some other job having good package offer. Package given to employees helps in retaining them in the organisation.

2. Do financial incentives help in reducing employee turnover?

options	Response	Total respondents	Response percentage
Strongly agree	55	75	73.3
Agree	15	75	20
Neutral	0	75	0
Strongly disagree	0	75	0
Disagree	5	75	6.6



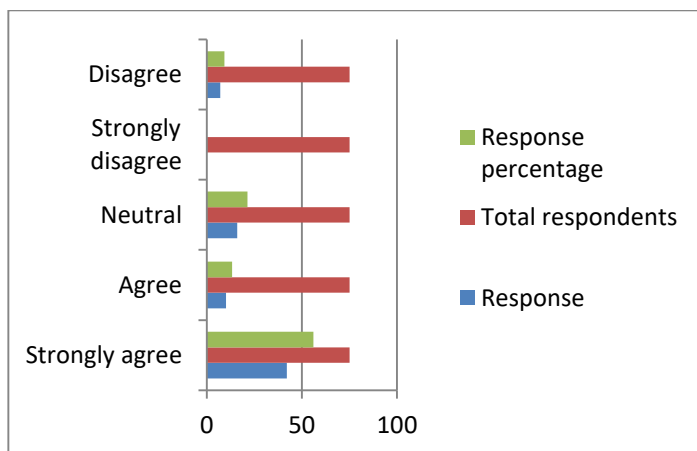
Interpretation: this data presents the picture that 73.3% respondents are strongly agree while 20% respondents are agreed and other 6.6% respondents are disagreed regarding the fact that financial incentives helps in reducing employee turnover.

Findings: By studying this data I find that mostly employees are affected by the incentive plans of the educational institutions. The Financial incentives given to the employees are helps in reducing turnover rate. These incentive plans help in motivating the employees to give their best in work place. The incentive plans motivate the employees to retain in the organisation this is already stated by many theories. If employees get timely incentives then it would result in increasing their morale to work better than others.

3. Is Employee empowerment plays important role in reducing employee turnover?

options	Response	Total respondents	Response percentage
Strongly agree	42	75	56
Agree	10	75	13.3
Neutral	16	75	21.3

Strongly disagree	0	75	0
Disagree	7	75	9.3

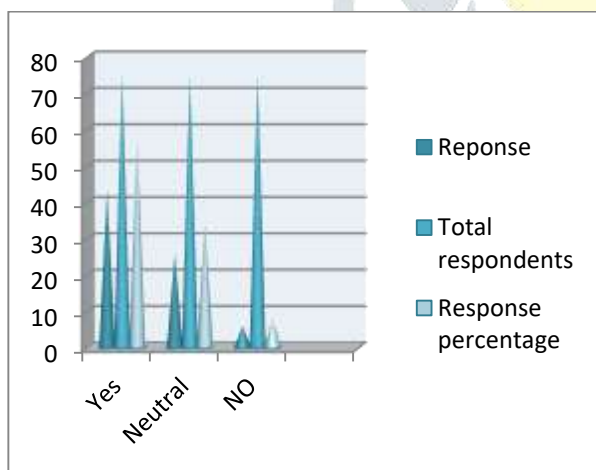


Interpretation: result shows that 56% respondents are strongly agree, 21.3 are neutral, 13.3 are agree while 9.3 are disagree concerning the impact of employee empowerment on reducing employee turnover rate in an educational institution.

Findings: Now a day employee are become more aware regarding their participation in management activities. They demand some share of taking decisions regarding their work without the involvement of others. Mostly employees have believed that the power of taking decision on their own helps in making them more responsible and make them more professional and enhance their skills. On the other hand, the decisions taken by the management officials put impact on their decision-making capacity. Some employees are neutral regarding the impact of employee empowerment on turnover rate while very little percentage of employee are disagreed that empowerment puts impact on employee turnover.

4. Is supportive management helps in reducing employee turnover?

Options	Response	Total respondents	Response percentage
Yes	43	75	57.3
Neutral	26	75	34.6
NO	6	75	8

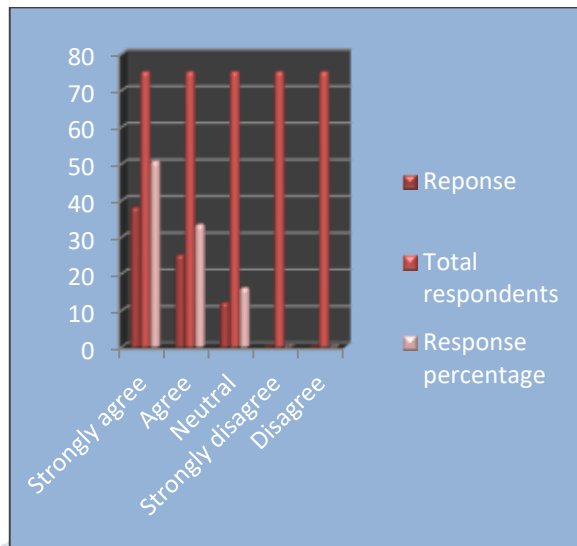


Interpretation: This data shows that 57.3% respondents have the view that supportive management helps in reducing turnover rate and 34.6% respondents made the view that at some extend the supportive management plays positive role in employee retention while 8% respondents have been developing the thought that the helping nature of management doesn't put any impact on employee turnover.

Findings: The supportive nature of the management plays important role in reducing employee turnover. If the top management have helping attitude towards its employees then it will help in reducing turnover rate of the employees. Mostly Respondents have the view that if management cooperate with the employees then it will develop positive attitude in them towards the organisation and their work. Supportive management also helps in motivating employees. If the management is supportive then the employees doesn't hesitate in sharing their views and problems with them which in result helps in building strong base of the organisation. A few employees have the view that the supportive management doesn't helps in reducing turnover rate. They don't think so that the support of upper management helps in retaining employees if they are not willing to do job.

5. Does imperfection-ism increase employee turnover?

Options	Response	Total respondents	Response percentage
Strongly agree	38	75	50.6
Agree	25	75	33.3
Neutral	12	75	16
Strongly disagree	0	75	0
Disagree	0	75	0

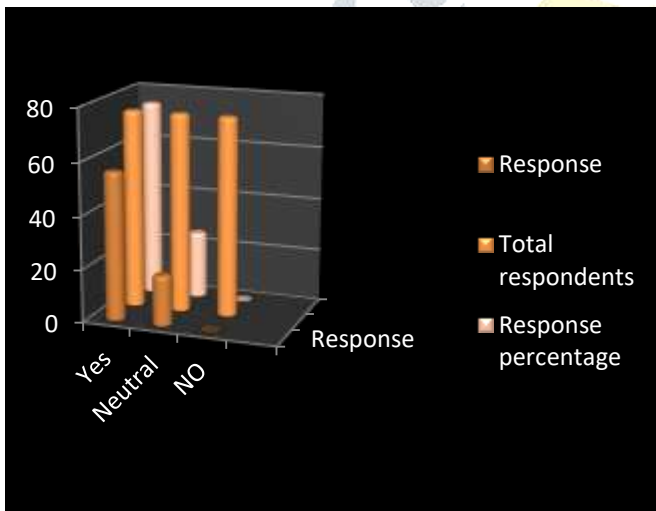


Interpretation: The data contains the result that 50.6% respondents are strongly agree, 33.3% respondents are agreeing, 16% respondents are neutral regarding the impact of imperfection-ism on the employee turnover. No one is disagreeing with the point that the imperfection-ism affects the employee turnover.

Findings: It is clear that the most employees have the view that imperfection-ism affects turnover rate. Not even single employee is against this view. If a person who works in the organisation doesn't know that how to work in a proper manner and how to behave according to his job status then that person will not be to stay in the institution for long time. Few are agreed regarding the impact of imperfection-ism result as employee turnover. Because if an employee does not have perfectionism then he will feel embrace in front of others because of his lapse and will leave his job.

6. Having unhygienic working atmosphere compel employees to leave the job?

Options	Response	Total respondents	Response percentage
Yes	56	75	74.6
Neutral	19	75	25.3
NO	0	75	0

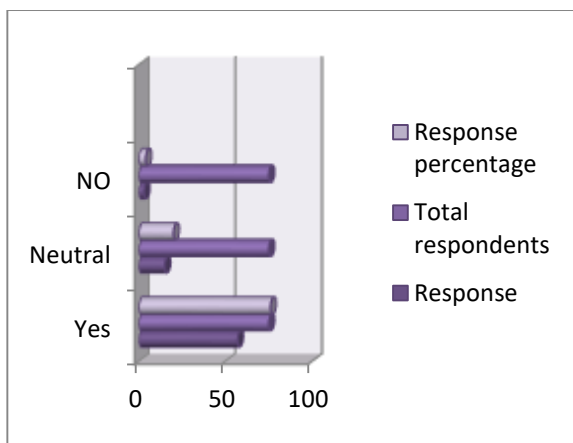


Interpretation: the result shows that 74.6% respondents say yes to the question of the impact of unhygienic working atmosphere on the employee turnover while 25.3% respondents reply is neutral.

Findings: Most of the respondents having the view that the unhygienic working atmosphere increase the employee turnover in educational institution. No one loves to work in that place where they will have to be suffered from some diseases because of the unhealthy working atmosphere or conditions and whatever they will earn from their job it will be spent on them to cure themselves from diseases. Unhealthy working atmosphere becomes a thread for the employees and it affects their productivity.

7. Does future opportunity help in reducing employee turnover?

Options	Response	Total respondents	Response percentage
Yes	57	75	76
Neutral	15	75	20
NO	3	75	4

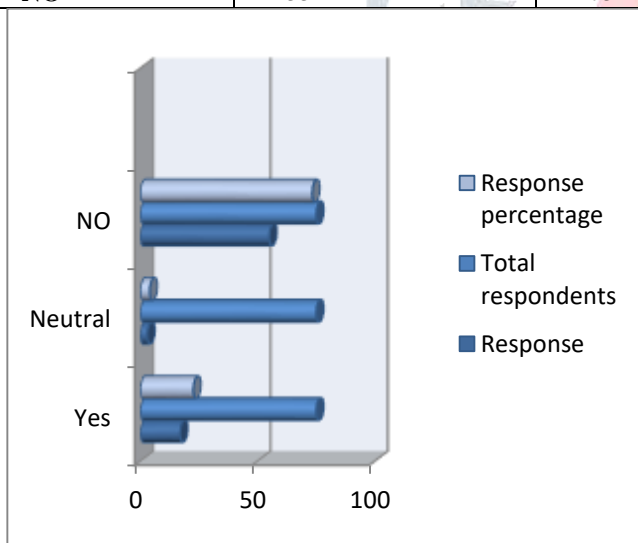


Interpretation: The results shows that 76% respondents say yes, 20% say neutral and rest 4% say no about the impact of future opportunities on employee turnover to reduce it. Most of the respondents have positive views regarding future opportunities in reducing the turnover rate.

Findings: Future opportunities help in reducing turnover rate of the employees in educational institutions is the answer of the most of the respondents. Some of them have the view that maybe future opportunities can reduce turnover rate while on other side little number of the respondents say no. Majority of respondents thought that Future opportunities make the employees able to continue exist in the educational institution for getting some good opportunities to be promoted on the basis of seniority, qualification and good performance. If any employee finds future opportunity in that particular organisation where he works then it will result in reducing the turnover rate.

8. Having long working hours affect the turnover rate of the employee?

Options	Response	Total respondents	Response percentage
Yes	17	75	22.6
Neutral	3	75	4
NO	55	75	73.3

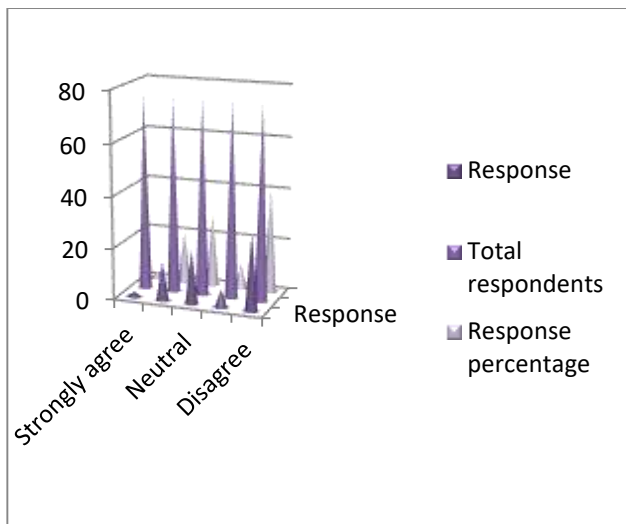


Interpretation: The data shows that 73.3% respondents says no, 22.6% respondents say yes while 4% respondents say neutral in the answer of the question of having long working hours affect the turnover rate.

Findings: Most of the respondents have the view that having long working hours in the educational institutions does not affect the turnover rate of the employees. While a few thinks that long working hours compel employees to leave the institution. A very narrow percentage of the respondents say long working hours may affect the turnover rate of the employees. Most of the respondents say having long working hours does not affect turnover rate because if they are working for long time then in its return they are also getting salary for that period of time. Long working time period puts no negative impact on turnover rate.

9. Is challenging work increase employee turnover?

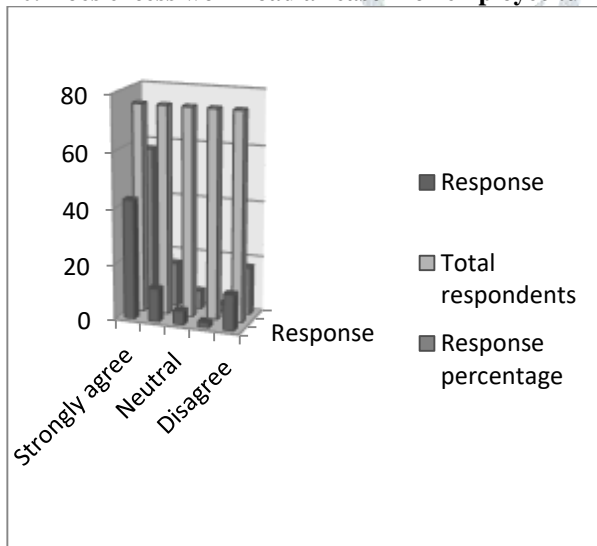
options	Response	Total respondents	Response percentage
Strongly agree	2	75	2.6
Agree	15	75	20
Neutral	21	75	28
Strongly disagree	7	75	9.3
Disagree	30	75	40



Interpretation: The data shows that 2.6% respondents are strongly agree, 20% are agree, 28% are neutral, 9.3 are strongly disagree and rest 40% are disagree to the impact of challenging work on employee turnover.

Findings: Maximum respondents have the view that the challenging work does not affect employee turnover rate. Some respondents say that the challenging can work put impact on turnover rate while other respondents agree to the view that the challenging work affect turnover rate in educational institution. The challenging work does not affect the employee turnover rate but it improves the productivity of the employees mentioned in many concepts. Challenging work helps in increasing the efficiency of the employees in doing their best in tough situations also.

10. Does excess work load a reason for employee turnover?



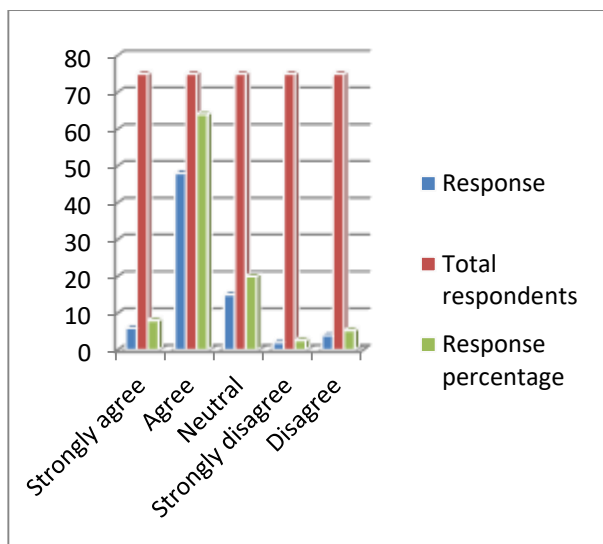
options	Response	Total respondents	Response percentage
Strongly agree	43	75	57.3
Agree	12	75	16
Neutral	5	75	6.6
Strongly disagree	2	75	2.6
Disagree	13	75	17.3

Interpretation: Results shows that 57.3% respondents are strongly agree, 16% are agree, 6.6% are neutral, 2.6% are strongly disagree and 17.3% are disagree on the question of excess work load is a reason for employee turnover in educational institution.

Findings: Result shows that most of the respondents are strongly agree to the point that excess work load increase employee turnover in an educational institution. Some are disagreeing to this point. But mostly the result shows that employees see excess work load as a thread and in result they leave their work places. If an employee has a lot work then it increases burden on him and un-satisfaction towards his work which compels him to leaves the job. But on the other hand, some respondents do not see work-load as a factor responsible for employee turnover.

11. Having family responsibilities affect employee turnover?

options	Response	Total respondents	Response percentage
Strongly agree	6	75	8
Agree	48	75	64



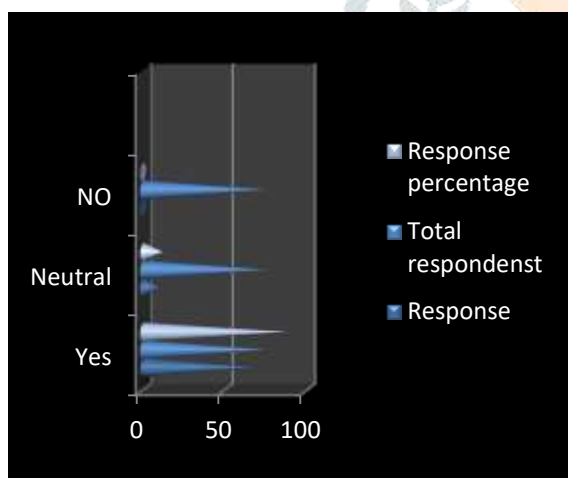
e			
Neutral	15	75	20
Strongly disagree	2	75	2.6
Disagree	4	75	5.3

Interpretation: The result tells that 64% respondents are agree, 20% are neutral, 8% are agree, 2.6% are strongly disagree and 5.3% respondents are disagreeing to the fact that family responsibilities affect the employee turnover rate.

Findings: Most of the answers given by the respondents are that family responsibilities affect the employee turnover rate. While on the other side very little number of the respondent are disagreed to this fact. Sometimes an employee has to leave his job because of his family responsibilities. The first priority of any employee is his family if they find any kind of disturbance in their family life or if they have some pivotal responsibilities then they will leave their job. The unfulfilled responsibilities towards family affect the working of a person. It becomes difficult for him or her to concentrate on his or her work which leads to employee turnover.

12. Does job satisfaction helps in reducing employee turnover?

Options	Response	Total respondents	Response percentage
Yes	66	75	88
Neutral	9	75	12
NO	0	75	0



Interpretation: The data represents that 88% respondents say yes, 12% say neutral and 0% says no in as the answer of the question: do job satisfaction helps in reducing turnover rate?

Findings: Most of the respondents having the view that job satisfaction help in reducing turnover rate in educational institutions. Some are neutral in their views. Job satisfaction helps in reducing turnover rate by increasing the employee’s interest in their jobs. If an employee is satisfied from his job in terms of salary, working conditions, management practices then his turnover rate would be 0 during his work-life. Job satisfaction reduce turnover rate it is also said by many authors.

Scope of the study: This study is conducted in the college of the Punjab state to know that which factors affect turnover rate in an educational institution. This study is conducted only on college level and will be useful in addressing problems associated with employee turnover in educational institutions.

Impact of employee turnover in an educational institution:

- Employee turnover in educational institution affect working of institution.
- Employee turnover in educational institution can affect its image in market.
- Employee turnover can affect the studies of the students because if a teacher leaves his job in between the session then the study of the students gets affected.
- Employee turnover sometimes result low student admission in that institution.

- If any lecturer leaves his job then it would put impact on his or her colleagues also.
- Employee turnover decreases the interest of the students in study when their favourite teachers leave institution. Even sometimes the students start remain absent in educational institution.

Conclusion: In this study I found that economical, managerial, working conditions and work-related factors affect the employee turnover rate. The employee turnover is not based on a single factor; a lot of factors determine the employee turnover rate at some extent.

Recommendations:

- Employees should be given financial benefits for doing better in their task for motivating them.
- Management should be employee friendly so that the employees can easily share their views, thoughts and opinions with them easily.
- They should be entrusted with decision making power.
- Working environment should be healthy.
- Management should try to motive the employees by praise, gifts, promotion and taking somewhere for trip or lunch for performing better.
- Working schedule should be like that it can be followed easily without any kind of trouble.
- Staff should be motivated so that they can teach students in such way which would help in increasing good will of the institution.

References:

[1] Henry Ongori, A review of the literature on employee turnover, *African journal of business management* pp. 049-054, June 2007

[2] Badhanpreet Kaur, Mohindru and Dr. Pankaj, Antecedents of turnover intensions: a literature review, *Global Journal of Management and Business Studies*, ISSN 2248-9878 Volume 3, Number 10 (2013), pp. 1219-1230

[3] Surbhi Jain, The cause of turnover intention in the employees of educational institutes: an observation, *Tactful management research journal*, Volume 1, issue 7, April 2013, ISSN 2319-794

[4] Chabaya Owence, Tshephe Geoffery Pinagase, Molotsi Matshidiso Mercy, Causes and effects of staff turnover in the academic development centre: a case of a historically black university in South Africa, *Mediterranean Journal of Social Science*, Volume 5, Number 11, June 2014, ISSN 2039-2117(Online)

[5] Sharon Jerotich Koech, Betty Jeruto Tikoko, Bernard Chemwei, Institutional factors that influence teachers turnover in public secondary school in Baring district, Kenya, *International Journal of Education and Research*, Volume 2, Number 4, April 2014, ISSN 2201-6740

[6] Atif Atique Siddiqui and Raja Ahmed Jamil, Antecedents of employee’s turnover intension: evidence from private educational institutions, *American Journal of Economics and Business Administration*

[7] Loice Faith Agoi, Effect of work engagement on employee turnover intension in public Sector, Kenya, *International Journal Of Economics, Commerce And Management*, Volume 3, Issue 12, December 2015, ISSN 2348 0386

[8] Abdulraheem Issa, Adebola, D.E, The implications of employee turnover in Nigerian higher education, *Journal Of Research And Development*, Volume 1, Number 10, 2014

Appendix:

QUESTIONNAIRE ON EMPLOYEE TURNOVER IN EDUCATIONAL INSTIUTION OF PUNJAB

Objective: To know which factors affect employee turnover in an educational institution

Name: Gender:

Occupation: Email:

1. Does an unsatisfactory pay-scale affect the employee turnover?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree

2. Do financial incentives help in reducing employee turnover?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree

3. Is employee empowerment play important role in reducing employee turnover?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree

4. Is supportive management helps in retaining employees?

Yes	Neutral	No

5. Does imperfection-ism increase employee turnover?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree

6. Having unhygienic working atmosphere compel employees to leave the job?

Yes	Neutral	No

7. Does future oppportunity help in reducing employee turnover?

Yes	Neutral	No
-----	---------	----

8. Having long working hours affect turnover rate of the employees?				
Yes	Neutral			No
9. Is challenging work increase employee turnover?				
Strongly agree	Agree	Neutral	Strongly disagree	Disagree
10. Does excess work-load a reason for employee turnover?				
Strongly agree	Agree	Neutral	Strongly disagree	Disagree
11. Having family responsibilities affect turnover?				
Strongly agree	Agree	Neutral	Strongly disagree	Disagree
12. Does job satisfaction helps in reducing employee turnover?				
Yes	Neutral			No

