Exploring The Causes of Turnover By Resignation Of Non-teaching Staff In A Private College Institution: A Single-Case Study Approach

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Abstract : The alarming cases of increasing of employee turnover has been observed in different organizations. This study aims to explore the causes of turnover by resignation among non-teaching employees in a selected private college institution. The Researcher utilized the qualitative single-case study approach in order to shed light in this certain case. In-depth interviews and focus group discussions were employed to gather data on the existing cases of turnover within the Academic Year 2021-2023. The selection of ten (10) participants is based on the criteria set by the Researcher, which includes HR professionals, Department Heads and former non-teaching employees. Three (3) themes emerged based on the thematic analysis. The study found out that the key factors of turnover were (1) holistic work experience and growth deficiency, which includes job dissatisfaction to routinely tasks, incompetent salary and personal and professional growth, and (2) challenges in workplace dynamics, role of recognition and institutional practices were found to be factors of turnover of non-teaching employees. These include conflicts with colleagues, nepotism or "palakasan", lack of employee recognition, and lack of management support. Furthermore, enhancing workplace dynamics and employee engagement factors emerged as some of the key factors of turnover, which include commitment to the institution, and uncomfortable working conditions.

I. INTRODUCTION

People leave their jobs for a variety of reasons. Many organizations are particular in addressing this issue, the so-called employee turnover. As described by Holliday (2021), employee turnover refers to the overall number of employees who depart from the organization over a specific time period, and this concept is divided into two categories, the (1) voluntary and the (2) involuntary turnover. Employees who leave on their own accord are categorized as voluntary turnover and those who are dismissed, terminated, or laid off are counted as part of involuntary turnover.

Employees are one the most important assets of every organization, for they are the source and the backbone of every business operation. Thus, turnover rate must be always observed by the organization as it affects the number of workforces, so the organization can progress and keep up with the non-stop innovating economy.

The high employee turnover rates across the world are being observed in present times. Recently, statistics show that the threshold for what employees consider a decent job has been permanently raised. In November 2022, 3% of employees in the private sector left their jobs, which is 16% more than the national average for 2019. Therefore, even after the epidemic, employees are still 16% more likely to leave their jobs (Holliday, 2021).

In accordance with the article of Fields (2023), despite the obvious impending recession, 95% of American workers are optimistic about their career prospects in 2023, and 61% of them are thinking about leaving their current jobs. This suggests that even in a positive flow and status of the economy and workers in the workplace, turnover rate is still increasing (Fields, 2023). This study aims to explore the causes of turnover and identify the key factors of resignation to shed light the reason why non-teaching employees in a selected private college institution leave the company

Purpose of the Study

This study aims to identify the factors affecting turnover rate by resignation of non-teaching staff of a private college institution. Specifically, this study aims to answer the following questions:

1. What are the factors affecting turnover rate by resignation of non-teaching staff in a private college institution?
2. What are the experiences of the participants of this study in the workplace that led to resignation?
3. How do the participants' issues or challenges contribute to their decision to leave the institution?
4. How can the challenges of the participants be explained to outline the key factors of turnover rate?

II. METHODS

Research Design

This study utilized the qualitative single-case study approach research design to understand the phenomenon of turnover rate by resignation of non-teaching staff in a private college institution. According to Reyes (2020), this particular approach possesses the

capability to address a wide range of situations, from simple to complex. It empowers researchers to provide answers to "how" and "why" questions, while considering the influence of the surrounding context on a given phenomenon. A single-case study serves as an exceptional opportunity to gain profound insights into a specific instance. It enables researchers to collect data from diverse sources and synthesize it in order to shed light on the case. Additionally, this qualitative case study methodology serves as a research approach that facilitates the exploration of a phenomenon within its specific context, utilizing various data sources. This ensures that the subject under investigation is not examined from a single perspective, but rather through multiple lenses, allowing for the revelation and comprehension of numerous facets of the phenomenon

Participants

The participants of this study were the resigned non-teaching staff in a private college institution within the Academic Year 2022-2023 first semester. The Researcher conducted interviews and discussions upon consideration of the convenience of the participants. Taking the perspective of Creswell and Patchett (2024) who advised that five to ten people as being sufficient number of participants, the Researcher, selected ten resigned employees as the subjects of the study

Sampling Procedure

In this study, the Researcher utilized purposive and snowball sampling techniques. The primary goal of these sampling techniques is to gather information-rich cases or participants who can provide valuable insights and relevant perspectives related to the research topic. By intentionally selecting individuals or cases that possess certain characteristics or meet specific criteria, the Researcher can focus the data collection efforts on those who are most likely to provide the necessary information to address the research questions. In this study, the Researcher identified the qualified participants by setting a criteria relevant to the issue of the study, such as (1) must be a former non-teaching employee of a private college institution; (2) resigned from Academic Year 2021 up to present; and (3) employed for at least 6 months. He utilized snowball sampling by asking the participants and HR employees about the whereabouts of the resigned employees. Upon knowing the details of those resigned employees, he made contact and asked permission to participate in the study.

Data Collection Methods

This study adhered to ethical guidelines prior to data collection; hence, an application for permission was submitted to the administration, and data collection was initiated upon approval of the request. Additionally, the Researcher requested the essential information, such as the number of employees' resignations, the duration of employment, and the position of the employee.

In-depth Interview

The Researcher utilized in-depth interviews through online platforms as a primary source of data. Online interviews allowed him to have one-on-one conversations with the participants to explore their thoughts, experiences, beliefs, and attitudes. The interviews were conducted in a structured and semi-structured format in order for the participants to provide flexible views in their own words and allow the Researcher to probe further into specific areas of interest. Furthermore, observational methods were employed by the Researcher to directly observing participants' behaviors and interactions within naturalistic settings. This approach allows for the collection of real-time data on individuals' actions, gestures, verbal and non-verbal communication, and contextual factors. The Researcher performed structured observations (following a predetermined checklist) allowing him to capture emergent phenomena.

Triangulation Method

The Researcher applied the triangulation method to avoid potential biases to increase the reliability and credibility of this study. He gathered data from different angles to provide a more comprehensive understanding of the research topic. This method is performed in the form of different sources as such (1) the resigned employees, (2) department heads and (3) HR practitioner. This process reduces the possibility of unfairness, and boosts the validity of the findings. According to qualitative research, triangulation is the process of using several techniques or data sources to create a thorough understanding of a phenomenon. Another way to think of triangulation as a qualitative research technique is as the convergence of data from several sources to test validity. Therefore, it is only logical to apply this method in the phase of data analysis.

Data Analysis

The Researcher utilized thematic analysis and inductive coding outlined by Braun & Clarke (2019) which consist of the following steps:

Step 1. Familiarization with data. The Researcher familiarized the data immerse in the dataset by reading and re-reading the data, such as interview transcripts, field notes, or other qualitative materials. This step helped him become familiar with the content and gain an overall understanding of the data.

Step 2. Coding. Coding is conducted to identify and label relevant units of data, often referred to as "codes." These codes captured important concepts, ideas, or patterns within the dataset. Coding can be done manually or assisted by software tools designed for qualitative analysis.

Step 3. Generating initial themes. Furthermore, generating initial themes was employed to review and analyze the codes to identify potential themes. Themes are patterns or recurring topics that capture the essence of the dataset. The Researcher generated initial themes individually or collaboratively, based on their interpretation of the codes.

Step 4. Organizing themes. The Researcher organized them into a coherent structure. This involves grouping related themes together and examining the relationships and connections between different themes. He revised, refined, and merged themes during this process to create a meaningful thematic framework.

Step 5. Refining themes. The Researcher compared themes across different cases or participants to ensure the robustness and consistency of the analysis. This iterative process of reviewing and refining themes helped him develop a comprehensive understanding of the data.

Step 6. Naming themes. Lastly, the Researcher defined and named themes to provide clear definitions and labels for each theme, capturing the underlying meaning or essence. These definitions represent the content and nuances of the data. He often used verbatim quotes or examples from the data to illustrate each theme and support their interpretations. He analyzed and compile the findings of

the thematic analysis into a coherent narrative or report. These involves integrating the themes, supporting evidence, transcriptions and interpretations. The analysis provides rich and nuanced account of the dataset, highlighting the key insights and implications. These methods of thematic analysis were aligned with Braun and Clarke's thematic analysis (2006) in which the Researchers provided a clear and structured method for conducting thematic analysis upon conducting those procedures (Mihas, 2023.) For instance, the unstructured in-depth interview provided an opportunity for the Researcher to delve into sensitive and emotionally charged topics relevant to the field of study. The data collected during the interviews were organized thematically into categories. Thematic analysis was performed using several steps: familiarizing oneself with the data, creating initial codes, identifying themes, reviewing and refining the themes, defining and naming the themes, and finally producing the research report (Reyes et al., 2020)

III. RESULTS

The Researcher explored the rich tapestry of themes that arose from our in-depth investigation of non-teaching employee turnover through resignations at our private college institution in the section that follows. The way in which these themes are presented and interpreted provides a sophisticated comprehension of the intricate interactions among variables that impact employee resignations. These themes, which are derived from the viewpoints of departing workers, department heads, and HR professionals, not only clarify the causes of resignations but also offer insightful information for organizational tactics meant to increase workplace satisfaction and retention. Through the weaving together of the voices of those who made the decision to move on and those who are essential to the management and comprehension of this phenomenon within our institutional context, this narrative journey reveals the subtleties buried in the data.

Theme 1: Holistic Work Experience and Growth Deficiency

Job dissatisfaction to routinely tasks. This emerged upon a careful and detailed examination by the Researcher. The job dissatisfaction represents the disappointment of the participants with the overall aspects in the private college institution. During the interview, the participants displayed dissatisfaction over some aspects in the organization such as salary, the nature of work, and limited resources/ P4 stated that "na bored kasi ako, na bored kasi ako nung ano dun sa ginagawa ko kasi parang feeling ko para akong upgraded na staffganon kasi di ba naging yun nga yung previous ko kasi OIC yung parang position na meron ako ang pagkakaintindi ko dun sa ano nag o oversee lang ako ng mga different departments under SPS so parang feeling ko non wala lang taga tingin ka lang, walang bago (L37)" as a response in Question Number 1.5. This kind of disappointment and dissatisfaction was also expressed by P1 by stating that "I think, the salary. If don't want to recognize employees, consider the salary first. Maybe the employee will stay (L42)". Moreover, the limitations of the resources led P2 to resign as well, she stated that "lately, kasi medyo hindi na ko masaya satisfied sa role sa HR, kasi madalas kulang sa gamit para iexecute yung task mo". Based on the responses by the participants with regards to the question about their main motivations of resignation, it was all pertaining to dissatisfaction of salary, resources and the nature of work. This suggests that employees consider resigning from their position upon feeling the disappointment and dissatisfaction of their roles. The theme emerging from this point of view is consistent with the findings of Reyes et al, (2019). It has been established that a major factor in staff turnover—the decision made by employees to leave an organization—is job satisfaction. According to the research, happier workers are more likely to remain with the company, which makes them a contributing factor to the resignation rate.

Incompetent salary. This category emerged from the perspective of the participants, they stated that their needs for financial support are not being met by their current salaries. According to P4 in response to the questions what frustrations she had during the time of employment, she claimed that "kung practicality wise, umalis talaga ko dahil sa hindi magandang compensation scheme, para kasing alam mo yung, palaging may requirements sa sahod, ganun (L58)". The insufficient compensation and its procedure has made a contributing impact to the resignation decision of the participants. This is supported by the perspective of the department heads during the focus group discussion, when they were asked about the possible reasons of resignation, they answered "pwede kasing dalawa yan, kundi sa mababang sahod, malamang di narerecognize yung employee (L24)". The statement from the focus group discussion emphasized the category of the compensation as a relevant factor in turnover rate by resignation. It suggests that employees are really driven by the wages they received, and perceived as sufficient. Lacking in compensation, wages or incentives, and also the scheme of payment on how to be given to employees can be a huge factor that affects the turnover. Furthermore, a similar opinion was also observed from P2, "kung sa sahod naman ang usapan, wala eh, wala talaga. kung sa sahod naman ang usapan, wala eh, wala talaga. Tsaka gusto ko kasi ng mas malaking sahod, feeling ko yung trabaho pang 20k, tapos tapos sahod halos wala pang kalahati" The idea of compensation as being the medium of decision also the findings of Shal et al (2020), who claimed that financial incentives have a negligible impact on retention strategies. This is supported by Sull et al (2022), who claimed that over 40% of workers were considering leaving their jobs at the beginning of 2021. As the year went on, an unprecedented number of workers quit, and some of them are more likely to move to other companies in search of better compensation. This emphasizes that the college institution should observe the quality of procedures in giving the compensation, as well the salary rate given by the employees as it proves to have an effect as to why they wanted to leave the company.

Personal and professional fulfillment. Professional growth is also seen as a contributing factor of turnover rate by resignation. Based on the answers of the participants, this category shows a relevance to the decision of the employees to leave the company. As stated by P2, ",I need the job, and also for personal and professional growth, and I want my job to be in line and enrich my profession as an HR". A similar expression was observed from P1, "The real reason why I left is because I no longer see growth opportunity. I'm looking for a company that will provide me with personal growth". The category of growth in terms of profession and career is also the same with the opinion of P3, "pano ka kasi makakapag work if yung environment mo, paano ka maggo grow if or paano ikaw at yung workmates mo maggrow paano kayo lahat mag grow feeling nyo kayo lang yung tama kaya kita nyo na pwede sa yun sa reason talaga (L61)". Thus, it is logical to claim that one of the factors that contribute to turnover or why employees resign is because they seek professional growth or career advancement. According to Reyes (2020), lack of promotion or career advancement, inadequate working conditions, as well as stress at work are the reasons behind employee churn. This explains why if workers are dissatisfied with the organizational structure, work culture, or any of these factors, they are likely to leave the company. It's a common belief that companies with the best organizational cultures are able to draw in and inspire workers. They might therefore decide to keep working for organizations as a result. These findings were made public by Allen et al, in 2016.

Theme 2: Challenges in workplace dynamics, role of recognition and institutional practices

Interpersonal and team dynamics. One of the categories that explains the resignation of employees in a private college institution is relationship. These include employee-employer relationship, camaraderie, and collaboration of the employees during the employment. Based on the statement of P3, "Nag push sakin bat siguro ako nag resign pero ano may isa kasing tao na tend to blame others walang hindi siya marunong maging accountable doon sa trabaho (L92)". in response to the question regarding the working environment with colleagues. The statement of this participant is observed to be very disappointed with the behavior of a particular employee she worked with, considering the fact that her colleague tends to blame others, which made the participant demotivated at work. This is supported by the opinions of the HR head (P10), "Hmm, I think is more on the working relationship eh, syempre kung di mo gusto yung galaw ng ka work mo, aalis ka na lang talaga (L13)". The statement of this participant is consistent with participant 2. Moreover, P4 stated "One of the challenges is yung working with a team eh, yung iba kasi hindi mo makasundo, lalo na yung mga sipsip sa boss (L25)" when asked about the challenges experienced during the employment. The consistency that pertains to this category validates and explains why some of the employees seek and look for a change in working environment. These findings are also consistent with the findings of Recognize in 2022. A lack of harmonious relationships between coworkers can lead to disputes and unproductive competitiveness. Employees may feel uncomfortable and betrayed as a result of this. Additionally, it has a detrimental impact on their productivity, effectiveness, and performance. They might ultimately decide to leave their careers. Additionally, results indicated that disruptive behavior, the challenges employee face in handling disagreement and the absence of assistance with Discipline-related measures were essential components to appropriately anticipate disputes (Reyes, 2020)

Nepotism "Palakasan". Another detrimental factor in the resignation of employees is organizational equality and justice. The participants provided the same expressions that pertains to nepotism. When they were asked about the culture of an institution in order to lessen the challenges in the workplace, statements related to nepotism were observed from the participants. As described by P1, " (L13) I think the nepotism doesn't consider people just because he or she is a relative". In this interview, the answer of this participant highlighted the injustice practice of the company in a form of nepotism. To this extent, the management seem to be often in favor for the employees (most commonly a relative of the administrators) who has a good relationship with them compared to others. This suggests that the management does not giving the a favorable response to employees in an equal manner. P2 responded in the question about the frustrations in the institutions is the "palakasan", based on personal observation, she claimed that "Yeah, the nepotism because regardless of how good you are at work, how passionate you are, or how efficient you are, it cannot be recognized, but even if the employee is stupid, it is recognized because of the political environment, sorry for the word (L31)". This is consistent with the answer from P4 to the question "In your perception, what culture of an institution should be in order to lessen the challenges in the workplace?", she responded "Ayan so yung favoritism po and yung palakasan yun yung dapat ma lessen para magkaroon ng opportunity yung iba. Furthermore, when P4 was asked "Did you feel supported and valued in your role? Please describe your answer.", she answered "Hmm hinde eh, kasi parang mas nangingibabaw yung favoritism dun sa pinanggalingan kong company (L47)". It is highlighted that the concept of favoritism or nepotism within the institution poses threat to the retention rate of the employees, as it is observed as one of the contributing factors of resignation. There are also some cases around the Philippines where favoritism is being practiced, according to a public post from Reddit, "But it's just sad that after working for a company for a year, got to know multiple directors personally, the CEO just decided to slowly dump me for some fresh grad who has no experience but has a degree to replace me. I suspect the new guy was added there because of nepotism, so I have no power there now and I decided to resign (L77)". In this post, it clearly stated that the employee decided to resign because of nepotism. The negative impact of nepotism is consistent with the findings of Mishra (2021), claiming that these behaviors have a particularly negative impact on the motivation of competent workers who are passionate about their jobs and to stay long-term.

Lack of employee recognition and motivation. This category is also evident in the context of contributing factors of employee turnover. P1 concludes that " (L59)I think in general, ahm, encourage their employees, make them feel that they are good, what do you call that… Yes it is, they must be recognized, start with that, because it's not that easy to change the policies." when asked about what specific changes in management and leadership practices she believes would positively impact employee retention. Also, when P2 answered the question "Did you feel supported and valued in your role? Please describe your answer. (L60)" she said "although minsan naman na nafi-feel ko na naba value ako may mga recognition din naman sakin kaya lang madalas ay umiiral talaga yung palakasan so nakaka affect sya sa sa work environment ko that's why minsan hindi ko nakikita na naba value yung work ko (L68)". This is also aligned with the opinion of P5 which she stated that "Siguro yung practices in terms of recognition. Sa tingin ko kasi maraming umaalis kasi hindi recognize ng management, Ano ba naman yung bigyan ka ng employee of the month, kahit di monetary incentives ganon (L21)". Furthermore, in focus group discussion with the department heads, they emphasize the need of employee recognition, P8 states that "dapat talaga sa isang management, napapractice palagi yung pag recognize sa employee, kahit yung simpleng papuri lang, nakakadagdag kasi sa motivation eh". As stated by Asaari et al., (2019), recognition was positively related to motivation among the employees. Additionally, it is also the reason why employees stay long-term in the organization.

Lack of management support. In the context of management support, it shed light as to the rate of turnover being affected by this aspect. It turns out that participants of this study have similar opinions about how the management support influences their decision to leave the organization. Participant dissatisfaction with management support may be a major cause of turnover if it is expressed. Inadequate management support can take many different forms, including poor communication, unclear direction, or a disregard for worker concerns. The support of management and job satisfaction are closely related. Workers are more likely to be happy in their positions and be more committed to the company if they perceive their leaders to be supportive. According to P7, she answered that "mas maganda magtrabaho, pag nag iinvest talaga yung management sa gamit tsaka sa trainings (L35)". It is expressed that the support system coming from the management is crucial for the execution of employee's tasks. This is also expressed by P5 when asked about "What are the specific issues or challenges that contributed to your decision to leave? Please describe your answer.", she responded that "Ahm yung ano, yung resources, minsan kasi walang mga printer na maayos, so mahirap tapusin yung deliverables. (L92)". This suggests that the support of the managers and the administration can be a huge factor in the success of retention of employees.

Theme 3: Enhancing Workplace Dynamics and Employee Engagement

Commitment to institution. The participants show a gradual loss of interest as evidenced by their decreased zeal and dedication to their work, P1 said "Ako kasi naisip kong mag-resign dahil medyo nawawalan na ko ng gana sa trabaho, parang hindi na ko committed sa ginagawa ko gaya ng dati. (L26)" when asked to describe the combined cultural practices. One factor that is mentioned as causing a decrease in commitment is boredom, P4 "Same sa kaninang sagot, nung nabored ako, nawalan ako commitment sa

office. So dapat ipractice nila siguro yung standardization ng task (L71)" when asked about her opinion as to what institutional policies must be practiced to have a positive impact. This shows that a lack of interesting activities or monotony may lower engagement. Also, the focus group discussion highlights how crucial it is to keep an eye on the team's commitment and interest levels. This highlights the fact that commitment in an organizational setting is a collective endeavor. "Importante palaging ma-monitor kung committed at interesado pa ba sa mga bagay-bagay yung team eh (L52).". The importance of commitment to organization and employees engagement shows how it can influence the decision of employees to look for another job or resign.

Uncomfortable Working Conditions. For the last category, the working environment is also a crucial factor to observe in turnover by resignation. As expressed by the P5, "Nagiging uncomfortable ako sa trabaho pag minsan magulo sa office, yung minsan ang daming pumapasok na tao na nakikipagdaldalan, ayun parang ang hirap mag work sa ganung office (L39)". In this opinion, the participant based her answer to the question "Please describe instances where you felt uncomfortable in the workplace.". It means that an unorganized office environment affects the function of an employee, which can lead to resignation if prolonged. Similar opinion is observed from the P3, "Actually may napansin akong ginawa nung anong boss ko before yung parang nararamdaman nya ng ano gusto ko na mag resignan ni-lessen nya yung work load ko yung volume ng trabaho ko so ayun yung ginawa nya, kaso nakapagdecide na ko na umalis talaga. Pero kung yun yung ginawa simula pa lang baka maging okay (L81).", this answer is expressed to the question "What could the company have done differently to make you want to stay?". Moreover, P4 also express uncomfortability in the workplace when asked about "Please describe instances where you felt uncomfortable in the workplace.". she answered "Yung walang standardize na procedure, nakakalito kasi eh, parang minsan ahmm ano, hindi mo alam kug sino susundin mo kasi walang guidelines (L8)". These similarities have been observed from the participants, which all pertain to working conditions. Accordingly, working conditions affect the employee, make them comfortable, which contributes to the decision why they left the institution. Based on the study of any current issues are consequently unresolved, potentially to the detriment of potential future employees. Workplace conditions were found to be a factor in employee resignations. (Skaggs, n.d.)

IV. DICUSSIONS

Summary of Findings

The participants voiced dissatisfaction with a number of aspects of the private college, such as the pay, the type of work, and the scarce resources. One of the main themes that surfaced was job dissatisfaction; the participants attributed their decision to resign to factors such as boredom, roles that did not fulfill them, and inadequate resources. Their decisions to resign were also largely influenced by their dissatisfaction with the compensation plan and the inadequate monetary compensation.

The study emphasizes how turnover rates are impacted by requirements for salaries, perceived low wages, and the overall compensation plan. Furthermore, one reason for the turnover was found to be the desire for advancement in one's career and in the workplace. They looked for chances to grow both personally and professionally, and their decision to leave the company was impacted by their perception of little progress there. Moreover, interpersonal relationships within the workplace, including colleague collaboration and relationships with superiors, were cited as factors influencing turnover. Disputes, blame-shifting, and challenges in working with certain team members contributed to their decisions to leave. Concerns regarding nepotism and favoritism in particular, as well as organizational justice, were raised by the participants. Retention was negatively impacted by practices like nepotism as well as the perceived unfairness of employee recognition and advancement.

One category that kept coming up was employee recognition as a major contributor to turnover. The significance of receiving appreciation, commendation, and acknowledgement for their endeavors was emphasized by the participants, who stated that the lack of such acknowledgement influenced their resignation decisions. Decisions to leave were largely influenced by inadequate management support, which included poor communication, ambiguous instructions, and problems with resources. Task execution and job satisfaction were considered to be contingent upon effective management support. The participants noted boredom and a lack of perceived growth opportunities as reasons for their progressive loss of interest in and dedication to their work.

Through the focus group discussion, it was made clear how important it is to keep an eye on team commitment and interest levels. Additionally, the participants' decisions to quit were influenced by uncomfortable working conditions, such as a disorganized office setting and a lack of established protocols. They emphasized that a well-organized and friendly work environment is necessary for long-term engagement.

All in all, the study finds that resignation turnover in a private college is caused by a complex interaction of institutional, psycho-social, and personal factors. The pursuit of career advancement, concerns about pay, and job dissatisfaction were important personal factors. Colleague relations issues, organizational justice issues, a lack of employee recognition program, and ineffective management assistance were examples of institutional factors. Psycho-social factors included employees' waning loyalty to the organization and how their comfort and engagement were affected by their working environment. These results highlight the need for businesses to focus on a number of areas to increase employee retention, such as fair pay, open communication within the company, efficient management assistance, and a supportive work environment that encourages advancement within the industry.

Implications

Upon careful and detailed analysis, the findings suggest that private college institution should regularly evaluate how satisfied employees are with their jobs, taking into account aspects like pay, the type of work, and the resources that are available. Establishing channels for candid feedback and communication can aid in recognizing and resolving dissatisfaction problems. It is necessary to conduct a thorough analysis of the compensation plan, with an emphasis on competitive wage rates, clarity in compensation plans, and perceived fairness. Enhancing employee retention may be facilitated by acknowledging the financial requirements of staff members and maintaining open compensation practices.

The findings of this study implies that the private college institution should prioritize career and professional development opportunities and offer unambiguous career trajectories. Employee commitment and satisfaction can be increased by implementing

career development plans, training sessions, and mentorship programs. Also, it is implied that the organizations should place a strong emphasis on career and professional development opportunities and offer transparent career paths.

Creating career development plans, training sessions, and mentorship programs can improve staff commitment and satisfaction.

The study also implied that it's critical to resolve interpersonal disputes and foster a supportive team environment. A peaceful workplace can be achieved through employee relations training, conflict resolution initiatives, and the promotion of a collaborative work environment. Further, upholding a fair and just workplace requires combating favoritism and nepotism. Organizational justice can be improved by putting in place impartial recognition procedures, open promotion policies, and unambiguous decision-making guidelines. Moreover, it is critical to acknowledge and value the contributions made by employees.

Creating a culture of positive feedback, implementing formal recognition programs, and recognizing accomplishments can all help to improve employee morale and job satisfaction. It also implies that it is essential to enhance the lines of communication between management and staff. To improve overall management support, regular feedback sessions, explicit expectations communication, and tackling resource-related issues are recommended. Employers in the private college institution should give top priority to initiatives that keep workers engaged and committed. This entails providing opportunity for advancement, making sure workers feel appreciated and involved, and combating boredom through varied tasks.

Lastly, the findings of this study implies that establishing a well-organized and comfortable work environment is critical to the welfare of employees. Employee satisfaction can be raised by addressing issues with office organization, putting standard operating procedures in place, and allocating the required resources.

Conclusions

Based on the findings of this study, the following conclusions can be drawn.

1. Factors Affecting turnover rate. Job dissatisfaction emerged as a prevalent theme, encompassing concerns related to compensation, nature of work, and resource limitations. The Researcher concludes that personal factors, including the desire for career advancement and a sense of professional growth, played a pivotal role in shaping employee decisions.

2. Experiences that lead to resignation. The Researcher concludes that the participants' complex experiences helped them decide to step down or resign. He concludes that one major contributing factor was job dissatisfaction, which was based on problems like low pay, unfulfilling roles, and scarce resources. The study revealed how important a role personal factors play in influencing employee perceptions and decisions, such as the desire for career advancement and a feeling of professional stagnation.

3. Perceived policies, culture and practices. The study answered the research question with regards to the perceived policies, culture and practices. The Researcher concludes that strong management support all have a major impact on worker satisfaction and retention. The institutional factors that influenced the participants' decisions to stay or leave were identified. Critical elements included management support, employee recognition, organizational justice, and collegiality relations.

4. Challenges as a contributing factor. The Researcher concludes that interpersonal conflicts, perceived injustices like nepotism, and insufficient management support are among the challenges that the participants identified. All of these difficulties have an effect on their interest and dedication to the organization, which in turn affects their choice to look for work elsewhere.

5. Decreasing the turnover rate. Lastly, the Researcher concludes that reexamining pay scales, cultivating amiable working relationships, advocating for organizational fairness, giving employee appreciation top priority, and strengthening management support are some strategies. A more positive work environment may result from a comprehensive strategy that incorporates these tactics, which may also lower turnover rates.

Recommendations

Based on the findings of the study, the Researcher recommends the following:

1. Reevaluate Compensation Structure.

The Researcher recommends examining the institution's pay plans in detail to make sure that they suit the needs of non-teaching staff financially and are in line with industry norms. To improve job satisfaction and lower turnover, devise fair and open compensation practices. It is emphasized through the emergence of themes and categories that one of the huge factors contributing to employee turnover rate by resignation is highly related to the compensation system of the organization. Therefore, the examination of the compensation schemes and plans is necessary to address the issues of turnovers.

2. Promote Career Growth Advancement.

The Researcher suggests to the private college institution to consider providing and disseminating explicit career advancement pathways within the organization. Put in place initiatives that assist non-teaching staff members' career advancement, skill development, and professional growth. Employee dedication and purpose may be strengthened as a result.

3. Strengthen Colleague Relations.

The Researcher recommends initiating team-building activities and training sessions to improve colleague relations and foster a positive work environment. Address interpersonal conflicts promptly and encourage open communication to build strong and collaborative teams. The findings suggest that employees are more likely to have been demotivated by a weak relationship with camaraderie. Thus, it is highly recommended to devise activities that requires the employees to collaborate, and build a strong communication and professional relationship.

4. Enhance Organizational Justice.

The Researcher recommends implementing policies and practices that promote organizational justice, including transparent decision-making processes and fair treatment of all employees. As described by the participants of this study, nepotism and favoritism concerns can lead to the consideration of leaving the company. Thus, standard policies which should be implemented with equality must be observed by the private college institutions.

5. Devise Employee Recognition Programs.

The Researcher recommends creating official employee appreciation programs that honor contributions and accomplishments such as employee-of-the-month, certifications, team-based programs, spot awards, etc.. These recognitions for non-teaching staff

members on a regular basis may increase their commitment and diligence. Employee satisfaction and morale can be greatly enhanced by recognition.

6.   Invest in support systems.

The Researcher recommends strengthening communication channels between management and non-teaching staff. Ensure that managers are approachable, provide clear guidance, and address concerns in a timely manner. Adequate management support is crucial for employee well-being and job satisfaction. Also, it is highly recommended that the management team in the private college institution invest in resources. Programs such as Employee Assistance Program (EAP) and open-door-policy, where employees feel comfortable approaching their supervisors or managers to discuss concerns, seek guidance, or provide feedback. This encourages a supportive and transparent work environment.

7.   Recommendation for future Researchers

The Researcher recommends for the future Researchers to explore the other key contributing factors of turnover in academic employees in a private college institution as it is not identified in this study. Also, it is recommended to build trust and established rapport with the participants to ensure the participants are open and secure to share their thoughts throughout the interview. Moreover, it is suggested to explore various factors such as termination, retirement, future plans of the participants, etc., to provide a holistic understanding of employee turnover. Lastly, comparative analysis is recommended to future studies to discuss the commonalities and differences in factors contributing to various turnover types.

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