A STUDY ON ATTRITION – TURNOVER INTENTIONS IN EDUCATIONAL INSTITUTIONS

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Abstract

Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover is highly detrimental to both the organization as well as the employees. How to reduce employee’s turnover intention is a very pivotal challenge. Pay better incentives and employee’s motivational techniques have been useless and old practices of the human resource management. To analyze employee’s turnover intention and its impact on organizational outcomes 100 questionnaires were distributed to the first and middle line employees in selected educational institutions in Bangalore. This is a qualitative research. The study was done through questionnaire. From the econometric analysis, it is found out that turnover intention has influence on attrition factors such as Quality work life, career growth, working hours, personal/family reasons, and relation with internal co-worker, welfare, working condition, and salary.

Key Words: Attrition, Turnover intention

I. INTRODUCTION

Human resources are evolving seasoned professionals to keep abreast of policies, procedures, compliance requirements, attrition and best practices. Employee turnover may be understood as the employee leaving the organization or profession voluntarily. It has been observed that voluntary turnover is an interdisciplinary and multidimensional construct. Various studies, over the years, have been conducted and different models have been proposed to explain turnover of employees. Different factors have been quoted in the models to reason out the quitting behaviour of employees. However, every model indicates one common factor – turnover intention – as the antecedent of actual turnover behaviour. This study aims to find out the factors determining the intention of turnover and attrition.

II. REVIEW OF LITERATURE

1. Globally, the debate for privatization of education has become a global issue in recent years. The debate has come in different forms with different interpretations such as deregulation; increasing the role of parents in the financing of education), private ownership of the funding and management of schools and the private investment with focus on cost recovery (Akoptu, 2016) The heavy burden of ever-increasing government expenditure on higher education in both developed and developing nations no doubt necessitated the debate. Private education has become a reality and has been growing around the world together with globalization.

2. According to Mwebi and Simatwa (2016) China, although a one-party ruling system; the state has deliberately retreated from its role as a welfare service provider and has been gradually transferring the responsibility of providing educational services to the local level, the community level or even to individuals through the notions of decentralization and marketization.

3. (Flinkman, 2013) Globally, employee turnover is a much studied phenomenon but there is no universally accepted account for why people choose to leave organizations. Voluntary turnover is of interest because in most cases, this represents the bulk of turnover within an organization. These turnover represent a significant cost, both in terms of
direct costs (replacement, recruitment and selection, temporary staff, management time) but also, and indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital. Although there is currently no accepted framework for understanding the turnover process as a whole, a wide range of factors brings about employee turnover namely job satisfaction, labour market variables, various forms of commitment, equity, psychological contract (Clarke, 2010). It should not be assumed that turnover is necessarily a bad thing or that retention for its own sake is inevitably positive; some degree of turnover is inevitable and perhaps desirable, although high rates of faculty turnover can be costly to the reputation of an institution and to the quality of instruction.

5. (Tettey, 2006). In this definition, dysfunctional turnover occurs when an organization loses good performing employees, whereas functional turnover results from the loss of poor performing employees. Functional turnover is a positive development to an organization since it gets opportunity to invigorate itself by finding a more capable substitute. There is a growing global interest in matters of recruitment and staff retention in higher education institutions.

III. FACTORS FOR ATTRITION IN EDUCATIONAL INSTITUTIONS

There are some of the factors for attrition in Educational Institutions from Articles, they are:

1. Career Growth/ Better opportunity
2. Salary/perk
3. Work atmosphere/ infrastructure
4. Relationship
5. Freedom at work place/work
6. Work profile
7. Job security
8. Rewards and recognition
9. Stress / work pressure

For the purpose of study the following factors were identified after conducting interviews with industry experts. So based on these below factors the questionnaire been prepared and collected data.

- Working condition
- Salary
- Relationship
- Working hours
- Relationship between internal customers
- Career growth
- Personal/ family reason
- Quality work life

Statement of Problem

Skilled employees are hopping from job to job and taking with them the knowledge and expertise your organization needs. Their salaries are increasing along with their perks and other benefits. This study is carried out to trace out the most influencing factors of attrition and the intention to attrition.

Objectives

1. To identify various factors that leads to attrition
2. To come out with suggestion to prevent attrition

Terminology

Turnover

Turnover is the process through which staffs leave a business or organization and that business or organization replaces them. Turnover intention is a measurement of whether a business’ or organization’s employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.
Attrition

Attrition may refer to the gradual reduction of the size of a workforce by not replacing personnel lost through retirement or resignation.

Turnover Intentions

Turnover intention is an aspect of employee turnover in a business and cannot always be measured adequately through charts or surveys until after the actual turnover occurs.

There are two types of turnover intent: voluntary and involuntary. Voluntary turnover is when someone leaves of his or her own accord, either because that person is dissatisfied with the job or has found a better job somewhere else. Involuntary turnover is when a person is fired because of poor performance or wrongdoings, or if the employee dies.

Why do Employees Leave

In order to allow an organization to design and implement an effective retention strategy, it is important for senior and line management to understand the reasons that prompt high performers to leave and find alternative employment. When thinking about their job, employees feel one or more of the following:

undervalued, underwhelmed, underpaid or overworked. According to Marcus Buckingham and Curt Coffman, “If employees don’t get along with their managers, don’t like them or don’t respect them, they will leave a company despite a high salary or great benefits. A good manager, no matter the salary, will inspire loyalty.” Good employees leave because they believe another company will treat them better.

And also various other factors like work condition, salary, welfare, working hours, career growth, personal/family reasons are all will be a reason for the intention of leaving.

Research Methodology Hypothesis

To find whether attrition factors have influence on turnover intention of employees

H0: there is significant difference between the turnover intention and attrition factor

H1: There is no significant difference between the turnover intention and attrition factor

The research is considered to be a qualitative research. The population of the organization where the research is conducted is 100. The element of the population is the first and middle line employees of the organization are taken under study. The method by which sampling units were selected is by simple random sampling. The data collection is primary data collection using a structured questionnaire. The data collected were analyzed using statistical tool available in the statistical package for social science (SPSS). The tools used for analysis of the data are reliability test, regression and ANOVA.

Analysis and Interpretation

To find whether factors of attrition has impact on turnover intentions. To analyze the first objective, the mean variables for attrition factors and Turnover intentions is determined and linear regression is performed.

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intentions</td>
<td>Working Condition</td>
</tr>
<tr>
<td></td>
<td>Salary</td>
</tr>
<tr>
<td></td>
<td>Welfare</td>
</tr>
<tr>
<td></td>
<td>Working hours</td>
</tr>
<tr>
<td></td>
<td>Relationship with co-workers</td>
</tr>
</tbody>
</table>
Descriptive Statistics

The descriptive statistics table provides summary statistics for continuous, numeric variables. Summary statistics include measures of central tendency such as mean. Since the items are ensured in a 5 point scale values and above 3 are acceptable.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Condition</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.99</td>
<td>0.377</td>
</tr>
<tr>
<td>Salary</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.67</td>
<td>0.473</td>
</tr>
<tr>
<td>Welfare</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.5</td>
<td>0.565</td>
</tr>
<tr>
<td>Working hours</td>
<td>100</td>
<td>2</td>
<td>5</td>
<td>2.94</td>
<td>0.799</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.92</td>
<td>0.367</td>
</tr>
<tr>
<td>Career growth</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.66</td>
<td>0.494</td>
</tr>
<tr>
<td>Personal / family reasons</td>
<td>100</td>
<td>1</td>
<td>5</td>
<td>2.79</td>
<td>0.831</td>
</tr>
<tr>
<td>QWL</td>
<td>100</td>
<td>2</td>
<td>5</td>
<td>3.52</td>
<td>0.703</td>
</tr>
<tr>
<td>valid (N)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the table it is found that the various factors contributing to turnover are all the above mentioned parameters, except working hours and personal/family reasons.

The significant value of factors like working condition, salary, welfare, relationship with co – workers, career growth, personal/family reason, QWL, is more than 0.05, so it can be said that there is no significance difference of opinion of respondents based of educational qualification, but since the significance value of working hour is less than 0.05, F is of insignificant and hence there is difference of opinion on this factor.

Percentage Analysis

Percentage is used in making comparisons between two or more series of data. Since percentage reduces everything to a common near, a meaningful comparison made.

Interpretation

27.4% of the employees fall in the age group of 18-21. 42%, 22-25 years and 15% falls in 26-29yrs. The fact to be noticed here is that the majority of employees are 22-25 years (youth) who are looking for career growth and thus attrition seems to be high in this category.
Interpretation
66 males and 34 females took part in this study.

Findings
1. The first objective was to know the influence of turnover intentions on various factors that lead to attrition. From the analysis it was found that turnover has influence on attrition factors such as QWL, career growth, working hours, personal/family reasons, relation with internal co-worker, welfare, working condition, and salary. The model summary table clearly shows the R square value where R square = 0.365 which implies that the factor considered has influence on turnover intention.

2. The second most influencing factor is working condition. From the analysis among 8 factors, salary and working condition are the most contributing factors towards the turnover intentions. The interesting factor to be noticed here is that the majority of employees are youth who look for career growth and thus attrition seems to be high in this category.

3. From the data it is found that working condition, salary, welfare, relationship with co-workers, career growth are major factor for intention of turnover. The study covers major part is on male employees where they look career growth, salary as an important factor.

IV. CONCLUSION
This research attempts 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 or management to study further on those areas and come out with creative/innovative action plans to make the employees feel loyal, comfortable and interesting place to work. This will certainly bring down the attrition level and in future help management to reduce cost spent all through this process of recruitment to exit.

V. REFERENCE