

“A Study on Factor Affecting Employee Turnover in Mint Water”

Rishabh Jain

Student, B.V. Patel Institute of Management
UKA Tarsadia University, Maliba Campus, Bardoli

Dr. Anuradha Pathak

Associate Professor, B.V. Patel Institute of Management,
UKA Tarsadia University, Bardoli, Surat, Gujarat.

Abstract

The study purpose is to determine the employee turnover in the organization. The aim of this study is to analyze measures put by organizations to reduce employee turnover. In this study the descriptive design is used as a research design. For the data collection primary method of collecting the data is used in which the respondents will fill the questionnaire. In this research the sample size of this project is 102 employees. The research concluded that the majority of respondents stated that heavy workload and lack of appreciation of work as major reasons which lead to turnover and also agree with the organization to focus the turnover and take it into consideration. From the study the organization has to offer flexible working hours, reduce the workload and also appreciate the performance of the employees which make them feel comfortable and motivated.

Keyword: Employee, turnover Intention, Job satisfaction, Labour

Date of Submission: 10-04-2021

Date of Acceptance: 26-04-2021

I. Introduction

Employee turnover indicates the number of employees being hired to replace the employee who has left the firm for any reason including resignation, discharges and layoffs. Organization invest a lot of money on their employees in terms of induction & training, developing, maintaining and retaining them in their organization. Manager tried all cost to reduce the turnover rate of the organization. When skilled workers are frequently leaving and the workplace population contains a large number of instructor employees, high turnover can be harmful to a company's productivity.

The cost of turnover and opportunity costs are 2 types of expenses involved with turnover. Direct expenses as well as indirect expenses have to be borne by an organization. There are a few other things you can do to reduce turnover in your business.

1. Beginning with the right people is important.
2. Choosing the right salaries and benefits.
3. Taking attention to individual needs of employees and offering more opportunity.

II. Research Methodology

The research design of this study is descriptive in nature. Both primary and secondary data used to investigate the study of factors affecting turnover. The major interest, however, is on the use of primary data via the questionnaire method. The data is gathered using a structured questionnaire, and the sample size is 102. The frequency and reliability tests were used to analyse the data. Mean, Standard Deviation, Coefficient of Skewness, Test of Reliability have been used for research analysis.

III. Literature Review

The review's goal is to provide context for justification for the research conducted. It is a description of what has been published on a topic by accredited scholars and researchers, and it discusses published information in specific subject area and a, at time, within a specific time period. It is emphasized that this chapter is so important that its omission represents the avoidance or absence of a major element in research. This chapter provides a brief overview of studies on the concept of factor affecting employee turnover conducted by various scholars and experts. An attempt was also made to identify the gaps in the literature.

Chowdhury Abdullah Al Mamun & Md. Nazmul Hasan (2017) determined that employees will continue in their respective organizations to enhance organizational effectiveness and productivity. The main purpose of this study is to determine the reasons and key factors in the perspectives of the relevant literature and identify the intention of employee turnover factors and narrating them to the study is to present a general viewpoint of what the organization necessitates to identify and anticipate, as well as what are the diverse streets available for future reflection to deal with major issues relating to employee turnover. Hence, the paper has proposed a conceptual framework that shows the major variables in explaining the phenomenon of employee turnover and addressing sound retention strategies to handle these issues

Alamdar Hussain Khan(2014) Conducted this paper is investigating the factors such as Pay, Promotion, Job Safety and Security, Nature of the Work that affect the job satisfaction level and that are the cause of turnover of employees in the Autonomous Medical Health Institutions in Pakistan. It concludes the management of the Autonomous Medical Institutions may take the appropriate steps to enhance the job satisfaction level of employees. So employees job satisfaction level of a employee is significant affected by the compensation practices in the organization

Yanjuan Zhang(2016) Conducted that the main objective of this paper is on studying to examine the role of regulating factors In this paper the rating scale method is used. It concludes the information Employee turnover is an important field in the research of human resource management, this article summarizes the current research result from personal factor, organization & work factor, social & economic factor these three aspects that help others who are interested in employee turnover influence factors. Hence it help others who are interested in employee turnover influence factors have a comprehensive understanding.

Ranna Bhatt (2019) determined that employees of the companies of this industry are focusing to decrease the turnover intention in order to reduce the actual employee turnover. The aim of this research is to find out the influence that Job Satisfaction and organizational commitment have on the turnover intention on the employees. This study provides a direction to the academicians to explore further dimensions of the research in the various industries as well as various regional backgrounds the performance of the employees at certain intervals as this can be proven as constant source of motivation to the employee.

Geeta Ann Sulamuthu (2018) says that high turnover rate is considered a major disadvantage to any organization considering the cost of replacement and work disruption. Losing good employees can negatively affect an organization's competitive advantage, lowering the morale of other staff, as well as reducing productivity and work quality. It concludes that the study is to investigate the implication of transformational and transactional leadership styles on turnover intention the body of knowledge concerned with the leadership framework

RESEARCH OBJECTIVE

To conduct the company study, the following objectives were drafted:

1. To Study on reduce employee turnover in organisation
2. To Identify the factors for employee turnover.

DISCUSSION ON THE FINDING OF THE STUDY

A structured questionnaire is used to collect data, and the sample size is 102. The data was analysed using frequency and reliability tests. For research analysis, the mean, standard deviation, coefficient of skewness, test of reliability and Mann Whitney test were used. Stress, Job Fear, Entire career were the dependent variable while Employees Turnover was the independent variable.

EMPIRICAL ANALYSIS OF THE DATA

An analysis has been conducted for checking the reliability of the questionnaire and the results were obtained.

Case processing Summary

Table 1 Case processing summary

	N	%
Valid	103	100
Excluded	0	.0
Total	103	100

Source: Various Questionnaires from Respondents.

Cronbach's alpha (a measure of reliability) has been calculated for 15 items in the questionnaire used to assess employees performance in the organization.

Reliability statistic

Table 2 Reliability statistic

Cronbach alpha	No. of item
.647	15

Source: Various Questionnaires from Respondents.

Reliability Analysis: The results of an analysis were obtained to test reliability of the questionnaire. For the questionnaire, Cronbach’s alpha (measures of reliability) was calculated. Since it meets the minimum acceptance level of 0.7, the coefficient (0.647 for 15 items) indicated reliability.

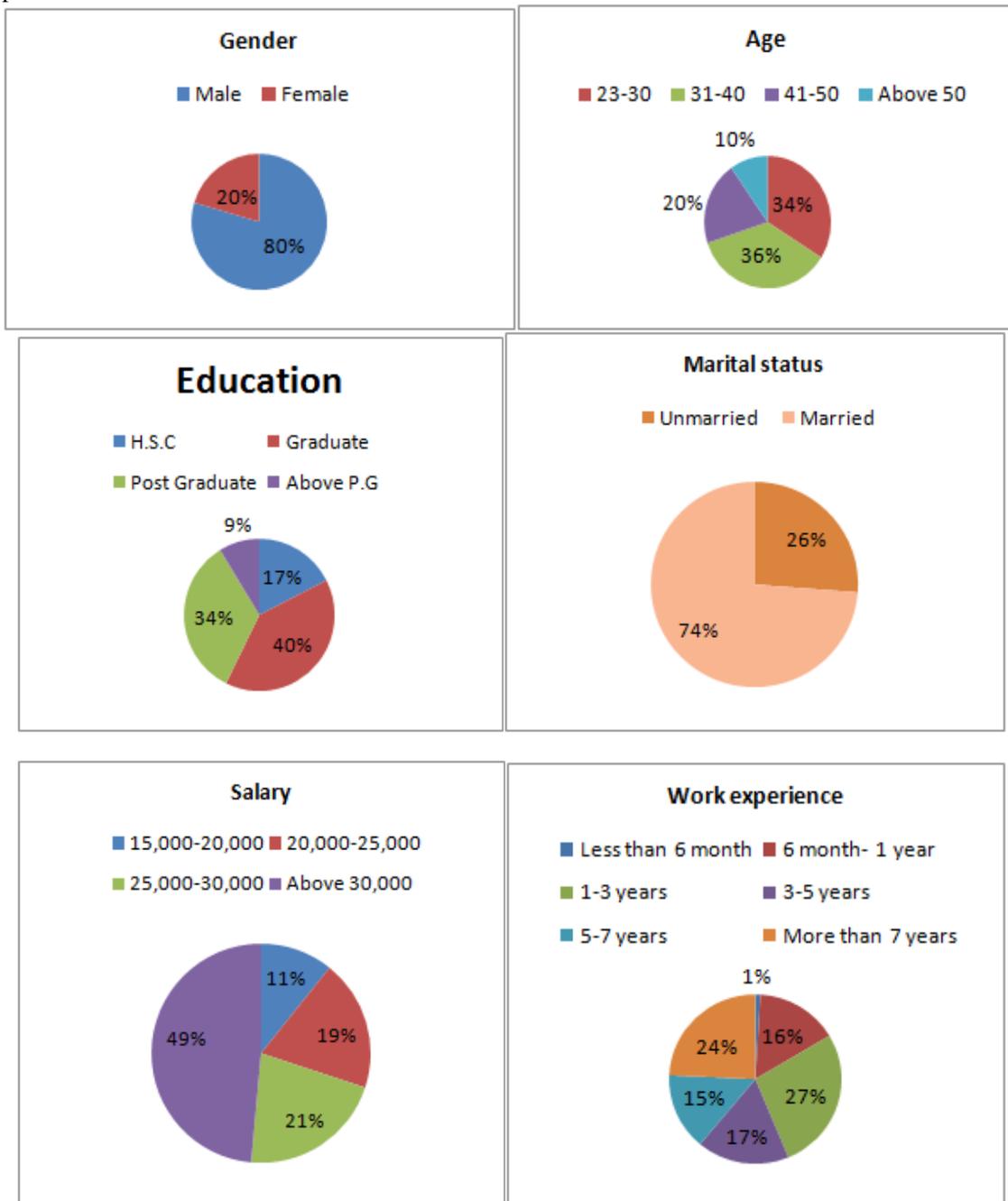
The demographic profile of the respondents is shown in Table 1.

Table:3 Demographic profile of the respondents

Demographic Variable		Frequency	Percentage
Gender	Male	82	79.6
	Female	21	20.4
Age	23-30	35	34
	31-40	37	35.9
	41-50	21	20.4
	Above 50	10	9.7
Education	H.S.C	18	17.5
	Graduate	41	39.8
	Post Graduate	35	34
	Above P.G	9	8.7
Marital Status	Unmarried	27	26.2
	Married	76	73.8
Salary	15,000-20,000	11	10.7
	20,000-25,000	20	19.4
	25,000-30,000	22	21.4
	Above 30,000	50	48.5
Work Experience	Less than 6 month	1	1
	6 month- 1 year	16	15.5
	1-3 years	28	27.2
	3-5 years	18	17.5
	5-7 years	15	14.6
	More than 7 years	25	24.3

Source: Various Questionnaire of Respondents.

Graph



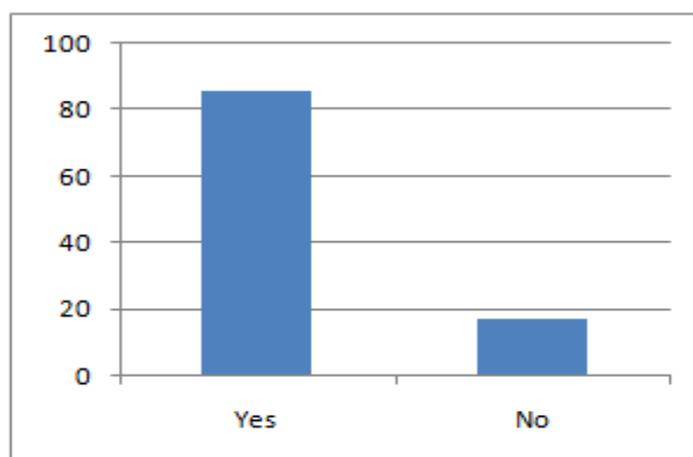
Source: Various Questionnaires of Respondents.

Table No. 3 displays the demographic information gathered from the respondents in the form of various graphs. According to the study, 79.6 percent of employees are male and between the ages of 31 - 40. This age group has the highest graph. As a result, it can be deduced that the majority of the staff is quite young. On the other hand, senior employees over the age of 50 are less in the above table. This indicates that highly skilled personnel are not available. Aside from that, 17.5 percent of its employees have a high school diploma and 39.8 percent have a graduate degree. As a result, it indicates that the company prefers both educated and uneducated employees and majority employee having work experience 1-3 year so company does not provide more training to them.

Table: 6 Does your company take steps to reduce employee turnover?

	Frequency	Percentage
Yes	86	83.5
No	17	16.5
Total	103	100

Source: Various Questionnaire of Respondents.



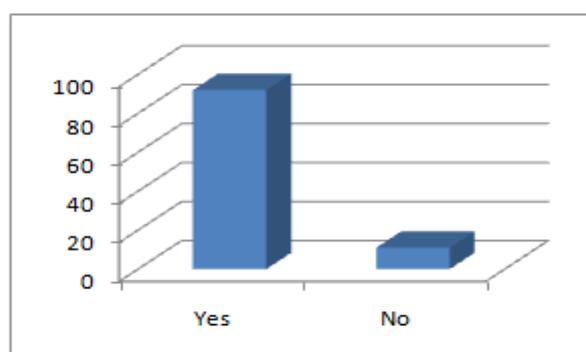
Source: Various Questionnaires of Respondents

According to table 5, the majority of employees agree that companies take steps to reduce employee turnover.

Table:6 Does a company consider its employees as assets?

	Frequency	Percentage
Yes	92	89.3
No	11	10.7
Total	103	100

Source: Various Questionnaire of Respondents



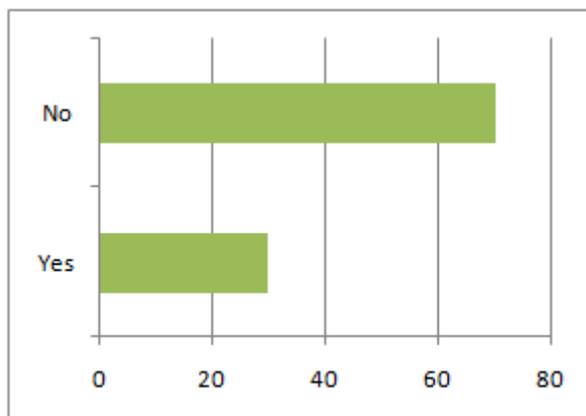
According to the table we can say that the majority of employees agree that the company considers its employees as assets.

Table:7 Are you satisfied with the appraisal process of the Organization?

	Frequency	Percentage
Yes	30	29.1

No	70	70.9
Total	103	100

Source: Various Questionnaire of Respondents.



According to the table we can say that the majority of employees do not agree that employees leave your organization more frequently.

Responses for factor affecting employee turnover

Table:9 An analysis of factor affecting employee turnover

Question	SA	A	N	SDA	D	Total	X	□	Skewness	Mean Rank
My work and job are stressful.	15 (14.6)	32 (31.1)	20 (19.4)	15 (14.6)	21 (20.4)	103 (100)	3.048	1.36	-230	1
My company is concerned with the long term welfare of the employees.	34 (33)	37 (35.9)	23 (22.3)	7 (6.8)	2 (1.9)	103 (100)	3.912	1.00	-719	12
The employees in my department work well in a team.	37 (35.9)	30 (29.1)	22 (21.4)	12 (11.7)	2 (1.9)	103 (100)	3.854	1.09	-613	10
Employee policies of the company are administered the same in all departments laterally.	33 (32)	32 (31.1)	22 (21.4)	14 (13.6)	2 (1.9)	103 (100)	3.776	1.10	-530	6
My superior recognizes my performance.	34 (33)	34 (33)	25 (24.3)	6 (5.8)	4 (3.9)	103 (100)	3.854	1.07	-780	10
I fear that I may be removed from my job.	34 (33)	14 (13.6)	32 (31.1)	15 (14.6)	8 (7.8)	103 (100)	3.495	1.29	-277	2
I work in the organization because I don't have a better opportunity somewhere else.	29 (28.2)	29 (28.2)	25 (24.3)	12 (11.7)	8 (7.8)	103 (100)	3.572	1.23	-538	3
I want to spend my entire career in this organization.	29 (28.2)	33 (32)	27 (26.2)	13 (12.6)	1 (1.0)	103 (100)	3.737	1.03	-364	5

The organization has given me enough recognition even in society.	35 (34)	31 (30.1)	25 (24.3)	8 (7.8)	4 (3.9)	103 (100)	3.825	1.10	-709	8
I am satisfied with the salary I receive.	37 (35.9)	28 (27.2)	25 (24.3)	11 (10.7)	2 (1.9)	103 (100)	3.844	1.09	-561	9
I am satisfied with non-monetary incentives that I receive.	33 (32)	33 (32)	20 (19.4)	9 (8.7)	8 (7.8)	103 (100)	3.718	1.22	-783	4
I am satisfied with the training provided for my current job.	31 (30.1)	38 (36.9)	21 (20.4)	10 (9.7)	3 (2.9)	103 (100)	3.815	1.06	-717	7

Source: Various Questionnaire of Respondents.

[Note: The number in brackets in the preceding table represents a percentage.]

The responses of the respondents are quite mixed, as shown in the above table. However, as shown in table 9, the majority of respondents agreed with the statement 'Work and job are stressful' followed by the statement, 'Employee have fear that I may be removed from job. Employees work in the organization because I don't have a better opportunity somewhere else.' with the mean figures of 3.0485, 3.4951, 3.5728 with mean rank of 1st, 2nd, 3rd respectively. Standard deviation for the said responses is 1.3675, 1.2976, 1.2335 and skewness is -.230, -.277, -.538 respectively. My research that 'Work and job are stressful, corresponds to the research of Yanjuan Zhang (2016) and 'Employee have fear that I may be removed from job, corresponds to the research of Alamdar Hussain Khan(2014). Respondents responded disagree to the statements, Superior recognize my performance "The employees in my department work well in a team. Long term welfare of employees is considered 'with the mean figures of 3.8544, 3.8544, 3.9126 and mean rank 10th, 10th and 12th respectively. Standard deviations for the same are 1.07016, 1.0973, 1.001 and figures of skewness are -.780, -.613, -.719 respectively. Other statements have got mixed responses.

The present study to find out which variables in the organization leads to job satisfaction. The following null hypothesis as well as alternate hypothesis has been developed for the same:

H0: There is no significant difference in the responses of both the genders regarding factors affecting employee turnover in the Organization.

H1: There is significant difference in the responses of both the genders regarding factors affecting employee turnover in the Organization.

Table:10 Rank

Rank				
	Gender	N	Mean Rank	Sum of Rank
My work and job are stressful.	1	82	49.06	4023.00
	2	21	63.48	1333.00
	Total	103		
My company is concerned with the long term welfare of the employees.	1	82	55.45	4547.00
	2	21	38.52	809.00
	Total	103		
The employees in my department work well in a team.	1	82	54.49	4468.00
	2	21	42.29	888.00
	Total	103		
Employee policies of the company are	1	82	51.52	4225.00

administered the same in all departments laterally.	2	21	53.86	1131.00
	Total	103		
My superior recognizes my performance.	1	82	53.70	4403.00
	2	21	45.38	953.00
	Total	103		
I fear that I may be removed from my job.	1	82	52.49	4304.00
	2	21	50.10	1052.00
	Total	103		
I work in the organization because I don't have a better opportunity somewhere else.	1	82	55.90	4584.00
	2	21	36.76	772.00
	Total	103		
I want to spend my entire career in this organization.	1	82	52.91	4339.00
	2	21	48.43	1017.00
	Total	103		
The organization has given me enough recognition even in society.	1	82	51.14	4193.50
	2	21	55.36	1162.50
	Total	103		
I am satisfied with the salary I receive.	1	82	54.45	4464.50
	2	21	42.45	891.50
	Total	103		
I am satisfied with non-monetary incentives that I receive.	1	82	53.54	4390.50
	2	21	45.98	965.50
	Total	103		
I am satisfied with the training provided for my current job.	1	82	51.23	4200.50
	2	21	55.02	1155.50
	Total	103		

Source: Various Questionnaire of Respondents

The table saw the male and female rank that who agrees with factor affecting employee turnover. But according to the table male are more agree than that of female.

Table:11 Test Statistic Mann-Whitney Z-test An Analysis of Performance Appraisal.

Test Statistic				
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2- tailed)
Work and job are stressful	620.000	4023.000	-2.026	.043
Long term welfare	578.000	809.000	-2.433	.015

Department work in a team is good for them	657.000	888.000	-1.743	.081
Employee policies	822.000	4225.000	-.332	.740
Superior recognize	722.000	953.000	-1.190	.234
Fear from job removed	821.000	1052.000	-.340	.734
Better opportunity	541.000	772.000	-2.703	.007
Entire career	786.000	1017.000	-.638	.523
Enough recognition	790.000	4193.500	-.602	.547
Satisfied salary	660.50	891.500	-1.713	.087
Non monetary incentives	734.500	965.500	-1.076	.282
Satisfied-training	797.500	4200.500	-.544	.586

Source: Various Questionnaire of Respondents.

In all of the above attributes, The Mann-Whitney U test values and the associated significant values in case of all the above mentioned attributes is much higher than 0.05. The null hypothesis is Thus accepted and we may say that difference in sum of rank for factors measuring employee turnover is merely by chance. The responses of male and female respondents do not vary significantly

IV. Major Finding

1. Respondents are incredibly offended that their careers are stressful. As a result, the employee loses motivation to work.
2. Respondents have a significant impact on the organization's long-term welfare.
3. Participants are impressed with teamwork and new skills that make their employment simpler.
4. Respondents are confident that the company's employee practises are implemented in the same manner as those in other departments. As a result, all employees are subject to the same laws and regulations.
5. Respondents are concerned that they will be fired. As a result, job turnover is on the rise in the workplace.
6. Respondents have not spent their entire careers with the group. As a result, job turnover is on the rise in the workplace.
7. The wage is unsatisfactory to respondents.
8. Respondents are comfortable with an organization's non-monetary reward.
9. Respondents are happy with an organization's training and growth.

V. Recommendations

1. Employees' stress levels can be reduced by creating a supportive work atmosphere.
2. To mitigate employee anxiety, organizations should be required to have job security.
3. Employees should be given more opportunities to develop their skills and knowledge.
4. Organizations can offer non-monetary benefits to their workers in order to improve their productivity.

VI. Conclusion

The study concludes that workers are comfortable with their organization's long term welfare of the employee's scheme. The respondents, on the other hand, are working and their jobs are stressful. So the employee turnover is high in the organization. Further the general environment of the organization is very friendly and they tried to solve the turnover rate of the company.

Reference

- [1]. Alamdar Hussain Khan. "Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan." Journal of International Studies, vol. Vol. 7, No 1, no. 2014, 2014, p. 11. <https://www.jois.eu/files/11.pdf>, <https://www.jois.eu/files/11.pdf>.
- [2]. Chowdhury Abdullah Al Mamun & Md. Nazmul Hasan. "Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view." Problems and Perspectives in Management, vol. 15 volume issue 1, no. 1, 2017, p. 11. <https://www.researchgate.net/publication/316784217>, <https://www.researchgate.net/publication/316784217>.

- [3]. Geeta Ann Sulamuthu. “Leadership Style and Employee Turnover Intention.” IEOM Society International, vol. volume 1, no. 2018, 2018, p. 9. <http://ieomsociety.org/ieom2018/papers/584.pdf>, <http://ieomsociety.org/ieom2018/papers/584.pdf>.
- [4]. Ranna Bhatt., “Job Satisfaction Dimensions and Organizational Commitment: Tools to Understand Employee Turnover Intention of IT/ITES Industry of the Gujarat State with a Focus on BPO Segment.” International Journal of Recent Technology and Engineering, vol. Volume-8 Issue-4,, no. 2019, 2019, p. 4.
https://www.researchgate.net/publication/342108889_Job_Satisfaction_Dimensions_and_Organizational_Commitment_Tools_to_Understand_Employee_Turnover_Intention_of_ITITES_Industry_of_the_Gujarat_State_with_a_Focus_on_BPO_Segment,
https://www.researchgate.net/publication/342108889_Job_Satisfaction_Dimensions_andOrganizational_Commitment_Tools_to_Understand_Employee_Turnover_Intention_ofITITES_Industry_of_the_Gujarat_State_with_a_Focus_on_BPO_Segment.
- [5]. Yanjuan Zhang. A Review of Employee Turnover Influence Factor and Countermeasure. Journal of Human Resource and Sustainability Studies,, 2016. <http://www.scirp.org/journal/jhrss> <http://dx.doi.org/10.4236/jhrss.2016.42010>, <http://www.scirp.org/journal/jhrss> <http://dx.doi.org/10.4236/jhrss.2016.42010>.

Rishabh Jain, et. al. “A Study on Factor Affecting Employee Turnover in Mint Water.” *IOSR Journal of Business and Management (IOSR-JBM)*, 23(04), 2021, pp. 58-67.