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Impact of Employees Turnover in Organization: A Study of Educational institutions in Okara Pakistan

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Abstract

The purpose of this study is to reduce the employee's turnover in the organization .Four variables are use dependent and independent variables. To determine the relationship of the employees turnover and independent variables (work environment, job security, lack of promotion). The data is collect from different organizations at Okara. There are three different sectors are used Nemat factory, Ice factory, Mitchell's factory. For data analyzing SPSS software was use. In this study 250 population size is use. The sample size of 200 employees were randomly selected from the study Positive and significant relationship between work environment, job security, lack of promotion and employees turnover. The management of this sector should work on employee's turnover. With the shortage of time we should use random sampling. Lack of promotion as also main main cause of employee's turnover. Management of this sector should work on the promotion and protection of the employees. Timely services should be provide to the employees. If services not provide to the employees then that will negative effect on the organization and on employees work performance. To improve the relations with employees and to reduce the turnover of employees in the organization.

Key Words: *Work Environment, Job Security, Lack of Promotion, Employees Turnover.*

Introduction

In the world manager has face some challenges to retain employees in organization. Public and private companies are relying on skilled persons to maximize profit in organization. Today study managers face difficulties to retain skilled persons in a company It is not a good for effect on organization goals because skilled persons, professionals are not easy available for job vacancies. Independent variables job security has dangerious impact on employee's turnover. Organizations make the policies according to their needs to retain the employee in organization(Chipunza, 2009).

A Stressed found in every organization small or larger .Stress has impact on employee performance Employee has high level of stress due to the bad workplace and they leave the organization.(Muhammad Imran 1 Qureshi 1. I., 2013)Organizations do not have proper rules and regulations for job security. Organizations have main focus on facilitating and compensating to the employees and they have no focus on job security. When employees are not satisfied with the benefits and job security then they will leave the organization for the best job (Khan, 2013). Sometime the employee's personal life impact on the performance of the workplace. Due to some family problems employees work performance will badly effect and they leave the organization. If the organization will not fulfill the needs of the employees then the employees will leave the organization.(Jason H. Hammerberg, 2002)Employee's behavior has direct relationship with work environment because if behavior of the employee will not better then the environment of work will also not better and due to the bad environment some employees leave the organization.

Sometimes employees have wish for goes to the other best organization for more work experience where the work environment will be good and secure then they leave the organization and comes to another organization. New organization attracts to the employee through their job security and good work environment then they comes to this organization. The employees will feel unsecure and dissatisfied from the work place of the organization then they leave this place of job. Due to the bad relationship from the management is also an important reason for the employees to leave the organization. A lack of promotion and development is also main reason for turnover of employees. Job security and promotion of the employees can also give helpt to reduce the turnover of employees. The Poor relations with management are also main reason of employee's turnover in organization. Due to the poor relations with manager no give promotion to the employees then they leave the organization for best job. Sometimes employees have difficult to maintain their successful then the employee is dissatisfied from this workplace and they leave the job. Employees want more opportunities in an organization if they have not best opportunities available for the employees then they leave the job for another job which have best opportunities for the all employees in the organization. Organization have need skilled and experience employees if employees have no skills of doing work then the managers are not satisfied from their work experience and do not give promotion to the employees then that is reason employees leave the organization (AHM Shamsuzzoha M. R., 2000).

Stress impact on mostly employees in different ways and due to this the work environment is badly effect then the employees leave the organization. Stress is also effect on behavior of the employees and due to this behavior of employees the work environment of the employees is also badly effect and then the employees to leave the organization. (Mishra, 2014). Due to the Job security problems every employee is worry about their future. At the beginning of the employees careers due to the insecurity They are not confident about their future because they want security in job. But if in organization have no completely security available then the employees leave the organization (ŞENOL., 2011). If the working attitude of employees is not good then that negative effect on the working environment and they leave the organization. Sometimes organization does not support to their employees then they feel uncomfortable in the organization. Due to the changes in the working policies the employees are dissatisfied because these changes are badly impact on the working environment and then developed negative attitude of the employees, they leave the organization (Chung-Chieh Lee, 2013).

Background of the Problem

The employees to leave the organization cause of bad work environment, if employee have no available best work place then they do not satisfied from the environment of the organization .Due to the lack of promotion in the organization the employees are not satisfied from the job and they leave the organization. Every person wants to take promotion in the job but the some organization doesn't give promotion to the employees and then they leave the job for good opportunities. Lack of promotion is main problem for the employees because they want to become a successful person in the organization. (Hammerberg, 2002).All the Variables are effect on the dissatisfaction of the employees. If do work on all these Indirect variables and try to make best for employees then we will reduce turnover employees in the organization. To provide security and give good friendly work environment to the employees in the organization. Give promotion to the employees in the job then they are satisfied and will not leave the organization. All Independent variables are playing important role to reduce the employee's turnover. Security is main problem in an organization for the employees because due to this the employees feel insecure in the organization and they leave the job. (Elnaga, 2013). Work environment of the organization is also playing negative role for the employees turnover. When the environment of workplace is not good then employees feel disturbances in the work .Cause of bad environment the employees feel stress and confused about the work then they leave the job, the environment of other organization is attract to the employees then they leave the job and goes to other place for job. Stress of employees is playing a negative role in the organization because due to this the environment of working is impressed and they do not dong proper work with honestly then they leave the job.There are main three problems which are cause of of the employee's turnover in the organization. Work Environment, Lack of Promotion, Job security are the main problems in the organization.

Problem Statement

The Bad environment is negative impact in the working of the Employees. Cause of this they are not doing proper work and they leave the organization.

Objectives

- To identify the relationship between work environment and employees turnover.
- To explore the relationship between lack of promotion and employees turnover.
- To find out the relationship between Job security and employees turnover.

Research Questions

- What is the Impact relationship between work environment and employees turnover?
- What is meaning of Lack of promotion?
- What is the relationship between Job security and employees turnover?

Significance of Study

There are some variable are used which plays an important role in the organization. Lack or promotion, Work environment, job security has important relationship with employee's turnover in the organization. If Work performance of the employees will be good and no stress then the work environment also good cause of this the employees do not leave the job. Work environment has positive effect on the employees work performance if the atmosphere of the organization is good (Milota Vetrákováa, 2015). Today there is much improvement in the education sectors due to new innovation in our knowledge and technology due ti this there is positive impact on the performance of the employees. Stressed has positive and negative effect on the performance of the employees in education sector , they have heavy burden of work then their performance is badly effect due to the work stress and if they have no stressed of heavy work then there is

positive and good effect on the work environment of employees. In the teaching sector there are many high level positions which play an important role in the working performance of the staff. The management, Directors, and teachers working performance is important for the successful of the all employees if the education institutions. All the employees are doing their work with honesty and there is positive impact of the work environment on the the staff of education (Tugba Turabik a*, 2015).

Literature Review

The data for this study was gathering from call-center workers in the region of Erzurum/Turkey. In this study, it its purpose to get first of all the dealings among organizational pessimism, apparent job insecurity and turnover intent. As a effect of the Learn, we establish that there are physically powerful relationships between those concept. The top level of organizational pessimism consequences in the upper level of apparent job insecurity and the higher level of turnover intention. Secondly, it is investigated whether the Demographic uniqueness of employees affects the level of managerial pessimism, job insecurity and turnover intention or not. We experimental that there were statistically important differences among the levels of person's concept according to the demographic uniqueness of worker.(Orhan Çınara, The relationships among Organizational Cynicism, Job Insecurity and Turnover Intention: A Survey Study in Erzurum/Turkey, 2014).

There is highest level of turnover of employees in privete sectors and public sectors. The turnover of employees from region ti region .or company to company. Some times employees turnover is main benefit for the organization and positive impact on the organization when poor performer is replaced by a skilled person and retired employee replaced by a younger one (AHM Shamsuzzoha M. R., 2006) . The work environment of organization is play main role in the performance of the employees. IF the environment of organization will be good and better for working then the employees give good performance that is positive impact on the firm. If environment of the work is not good then the employees give bad performance and they want to leave the organization that is negative impact on the firm.(Niculi, 2015). If employees have many stress of work then the environment of working will effect badly and the performance of employees will negatively effect (Meral Elci I. S., 2012). Success in every organization depends on the quality of the work place. Quality of work life shows the organizational work environment in accordance with employees wants (Bita Parsa Parsa Khairudin Bin Idris, 2014). If employees are satisfied from the working environment of the organization then they give good performance. Every employee want good working environment. A good work place is positive impact on the employees work performance. Quality of work environment is an important focus of organizations that they can improve their working environment.(Ray Markey, 2009). Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. The aim of measures for workplace well-being is to complement OSH measures to make sure workers are safe, healthy, satisfied and engaged at work.(TSAI**, The Organizational Climate and Employees' Job Satisfaction in the Terminal Operation Context of Kaohsiung Port, 2014). Perceptions of the work environment can either be negative or positive, depending on the level of job control, the amount of workload and the quality of collegial support experienced (Tuna Uslua, 2015). Work environment have positive and negative effect on employees work performance in organization (Dimitrios Beliasa, 2015).

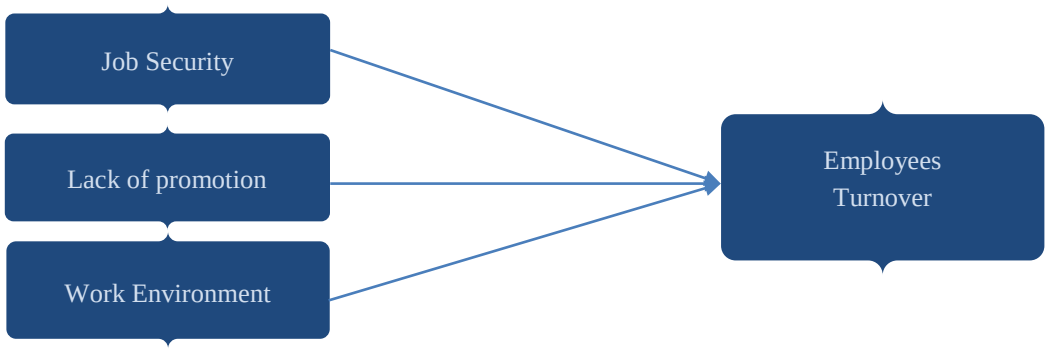
Job security is an important role between the employees and organization. Every employees want that they feel secure in the organization, if they feel secure then they give good performance and they do not leave the organization. If employees feel insecure in the organization then they leave the organization.(Orhan Çınara, The relationships among Organizational Cynicism, Job Insecurity and Turnover Intention: A Survey Study in Erzurum/Turkey, 2014). Employees have need safe food because if the food is safe and good then their health is always better, the employee feel secure in the job because they eat safe and healthy food. For the health safety the medicines should be available.(Verlin B. Hinsza, 2015). Provide protection to the employees they feel secure in the organization then they stay in the organization. First

priority of every employee is safety in the organization where they do job (Kwesi Amponsah-Tawiah 1, 2016).

The safety accidents frequently occur due to the Problems like low education environment of employees, ignorance of work safety awareness, inadequate input in work safety, weak basic safety management, and etc are the insecurity of the employees in the organization due to this they leave the job.(YUAN Xiongjun*, 2012). The employees faced many issued in the organization about security of job and health. There is need of employees that the organizations provide healthy food and good atmosphere for the job. A health department should be build for the employees because if any employee have serious problem about health or they feel not better then they can easily treatments of the employees in the organization. Organizations make best future plans for their employees.(Kaye W. Bender, 2014). Every employee feels in the organization like a family member in the organization. All the management is attached to the employees like friends, create good community and provide better environment. Then the employees will satisfy from the job.(Sabancı*, 2009). The purpose of this study to examine the relationship of job security and employees turnover. Give good salary package and promotion in the job for the employees that they feel secure in the organization. Job Security is main point of all the employees.(Karim Babayi Nadinloyi**, 2013) . Safe environment, medical care facilities provide to the employees in the organization. Give reward to the employees (Bankole K. Fasanya, 2015).

If organizations Support and give promotion to the employees on the good work performance then they improve their work performance and they do not leave the organization.(Miloš Mrvaa, 2014). When employees do not give good performance according to their work then they have lack of promotion and due to this the employees leave the organization. If organizations give promotion to the employees then they will satisfied and stay in the job and do not leave the organization.(Fjona Zenelia, 2014). To improve employee's relations increased productivity, which can lead to increased profits? Efforts and reward have strong relationship for the promotion of the employee (Siti Aisyah Binti Panatika, 2012).

Study Model



Hypothesis

Hypothesis relationship between dependent employee's turnover and independent variables.

H1: There is insignificant relationship between Work environment and employee turnover in the organization.
H2:. There is significant relationship between Lack of promotion and employee Turnover in the organization.
H3: There is significant relationship between Job security and employee turnover in the organization.

Methodology

The research study is descriptive in nature. Describing the characteristics of a particular individual or a group studies concerned with specific descriptive research studies. These studies on employee's turnover in the organization among employees are descriptive in nature. Questionnaires were distributed and collected to obtain the data.

Area of the Study

The data collected for this study covers Okara city only.

Tools for Collection and Analysis

Collected a method is used to collect the primary data four point scale. Secondary information was collected from records, journal, and books.

Sample Size

Keeping in mind all the constraints, the size of the Sample of the employees in organizations was selected as 200.

Population

Choose the organizations of Nemat factory, Ice factory, Mitchell's factory. Collect the data from these organizations. Number of population is 250 in each organization.

Sampling Unit

Okara city Due to nature of study, we also visited various different high organizations Okara District.

Sampling Technique

The Stratified, convenient sampling. All the Employees were taken into consideration. Research was conducted on clear assumptions that the respondents would give frank and fair answers in a pragmatic way and without any bias.

Sampling Description

In order to understand the nature and characteristics of various respondents in this study, the information was collected and analyzed according to their socio economic background which included the characteristic of their respondents like Gender, age marital status and monthly income. This description shows that respondents included in this survey belong to different backgrounds and this turn increase the scope of the employee's job.

Analysis

Collected data were arranged in logical of sequential order. To analysis the data percentage analysis has been made simple bar diagrams pie charts, has been used for diagrammatic representation of data. Chi-square was used to test the data, hypothesis were framed to have a meaningful study of stress management among employees in Okara city.

Reliability

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded[a]	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

For question related to independent variables (Job security, work environment, lack of promotion) ans dependent variable(Employees turnover) . The value of crone bachs Alpha is .978 that shows the result of questions are perfect.

Demographical Statistics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	40.0	40.0	40.0
	Female	120	60.0	60.0	100.0
	Total	200	100.0	100.0	

There are two gender statistics /Demographics are analyzed in the study. The values given to male are 1 and give value to female 2. There are 200 sample sizes. According to the percentage: Male is 40%, Female is 60%.

Correlation Results

Correlations

		Work environment	Lack of promotion	Job security	Employees turnover
Workenvironment	Pearson Correlation	1	.692**	.313**	.336**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
Lackofpromotion	Pearson Correlation	.692**	1	.496**	.529**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
Jobsecurity	Pearson Correlation	.313**	.496**	1	.878**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
Employeesturnover	Pearson Correlation	.336**	.529**	.878**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

Degree and type of relationship between any two or more quantities (variables) in which they vary together over a period; for example, variation in the level of expenditure or savings with variation in the level of income. A positive correlation exists where the high values of one variable are associated with the high

values of the other variable(s). A 'negative correlation' means association of high values of one with the low values of the other(s). Correlation can vary from +1 to -1. Values close to +1 indicate a high-degree of positive correlation, and values close to -1 indicate a high degree of negative correlation.The above table indicates pearson correlation .Its correlation shows the result of job security, work environment, promotion and employees turnover.

The result shows that there is moderate positive and significant relationship between Employees turnover and work environment. (r= .889 ,p<o.oo and 0.05). These results indicates that result study hypothesis H1 is accepted that is significant. The result shows that there is moderate positive and significant relationship between Employees turnover and Job security. (r= .889 ,p<o.oo and 0.05). These results indicates that result study hypothesis H2 is accepted that is significant. The result shows that there is moderate positive and significant relationship between Employees turnover and lack of promotion.. (r= .889 ,p<o.oo and 0.05). These results indicates that result study hypothesis H3 is accepted that is significant.

Analysis of Hypothesis through Regression

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.167	.157		1.063	.289
	WE	-.012	.032	-.017	-.371	.711
	P	.100	.044	.115	2.268	.024
	S	.871	.040	.830	21.618	.000

Dependent Variable: ET

If significant is decrease from 0.05 then we write.

H1= There is no significant value of Work environment is regression so we reject hypothesis that is insignificant.

R= .889X100 = 88.9

These results of R of regression table shows that the Employees turnover and Independent variables (Work environment, job security, lack of promotion). contributes 88.9 perfect on the Independent variables (Work environment, job security, lack of promotion).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.791	.787	.38662

a. Predictors: (Constant), S, WE, P.

The value of R = show that the the all Independent variables (working environment, Lack of promotion, Job security) questions contribute. Moderate effect on Dependent variable (Employees Turnover).

Anova[s]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.651	3	36.884	246.754	.000[a]
	Residual	29.297	196	.149		
	Total	139.949	199			

a. Predictors: (Constant), S, WE, P
b. Dependent Variable: ET

Start from 2 -50 then that is beneficial.
The Results of F change and significant shows that the overall model of the study is perfectly fiddled.

H 1 The coefficient of relationship depicts that the value of R square is .889 which shows the variance employee turnover was affected by Lack of promotion. Standardized coefficients (β = .115, $p<0.01$) t value =2.268 as it high and significant level low.

H2 The coefficient of relationship depicts that the value of R square is .889 which shows the variance employee turnover was affected by Job security coefficients (β = .830 $p<0.01$) Hypothesis is reject because beta value high from 0.05 t value = 21.618 as it high and significant level low.

H 3 The result shows relatively high percentage employee performance which can be explained workload. The coefficient of relationship depicts that the value of R square is .889 which shows the variance Employee turnover was affected by Work environment. Standardized coefficients (β = -.017, $p<0.01$) t value = -.371 as it insignificant level decrease.

Recommendations

The relationship between Work environment and Employees turnover has been considered, as we all know if we try to improve in work environment, then we will reduce job turnover somehow partly. Organizations will make some strategies and to improve environment for reducing the turnover of employees. There is a relationship between job security and employees turnover. Organizations will make secure jobs for the employees that the employees will doing work without any hesitation.

- Management should ensure that salaries polices are reviewed frequently to boost employees moral.
- Management should develop an overall strategic compensation package to employees to serve as a motivational tool for employees.
- The organization should ensure that, there is conducive working environment to enhance efficiency.

Conclusion

This study provided a more complete understanding of the relationship between Employees turnover in organization and work environment, Lack of promotion and Job security. Our findings demonstrated the importance of work support in improving generational career growth and reducing employee's turnover, as well as the mediating effect of organizational career growth on work environment and turnover intention. Despite the fact that employees turnover has negative impact on the organization, it also has a positive impact that should not be overlooked. The positive effects be more important than the negative effects based on the study. It brings certain benefits to the organization so employee turnover should be allowed but kept at an average rate. It can be said that employees leave or quit the organization simply because, they are not satisfied with their working conditions and this affect the organizational efficiency greatly in the sense that experienced workers leave and the organization has to spend money and time to hire, recruit, select and train new employees to replace those who have left.

Limitations

- The population of this study is group in large 200 employees and does not show the small group of employees of the organization.
- We collect the data from employees who work within the organization.
- The limitation is use the large size of population.
- The data must be reliable and accurate

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