

## **FACTORS AFFECTING JOB TURNOVER: A CASE STUDY OF PRIVATE SCHOOLS OF DISTRICT SWAT**

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***Abstract.** Several factors force employees to leave the organization. This study examines the relationship among job turnover intention, workload, low pay and job stress in private schools at district swat. For this purpose, the data has been collected from of two hundred and forty eight employees. The results of the study indicated that workload, low pay and job stress are significantly positive related to turnover intention. This study also suggested that for overcoming the turnover from the schools enough salary should be given to employees to motivate them and retained.*

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**Key words:** Turnover, Stress, Private School Teachers

### **Introduction**

From past decades job turnover intention affects the organization reputation and both individual and organizational performance. According to Ahuja, Chudoba, George, Kacmar and McKnight, (2002) job turnover refers to the amount of movement of employees in and out of an organization. Similarly, another definition of turnover refers to the separation of an employee from the organization (Hammerberg, 2002). Conscious and deliberate willingness to leave the organization is called turnover intention (Khan, Yusoff., & Khan., 2014; Qureshi et al., 2013).

Recently, rapid changes in the world, globalization, economic conditions and innovation in technology created problems like competition among the employees in the organization. Every organization at any aspect is in competition with other organization. Similarly, every organization is trying to skill full their employees and wants a smart work than hard work. Resultantly this competition leads the employees to workload and low pay. Therefore, workload refers to the amount of work that is allocated to an employee to do (Khan., Rasli, Khan, Yasir, & Malik, 2014; Qureshi et al., 2013). Workload is the intensity of job assignments (Glaser, Tatum, Nebeker, Sorenson, & Aiello,

1999). In other words, workload is defined, as more work should be done in specific time.

Other than this, stress is another factor to influence the turnover among the employees. Schaufeli, Leiter and Maslach, (2009), suggested that stress experience causes pressure or demands on an individual (Schaufeli et al., 2009). On the other hand, stress affects the individual's ability to cope or, his/her perception of ability to become a productive. Job Stress affects the satisfaction, performance, organizational commitment, turnover intentions and productivity of employees. In results, Job Stress develops from unwanted physical and psychological indicators among employees, where these unwanted indicators affect the Organizational outcomes like poor performance, low organizational commitment and having high turnover intentions (Panatik et al., 2012).

From all afore mentioned studies, various factors have directly and indirectly force employees to leave the organization i.e. economically, work life conflict, workload and other competition. The above-mentioned factors cause stress, which influence job turnover intention.

Different researchers studied various influential factors that contribute to employee turnover in developed countries, but still there is need to study in the developing country. However, this study focuses on three factors job stress, work load and low pay in Pakistan, where Pakistan is one o f the under research countries. The study is also focuses on private schools of Mingora city, district Swat Khyber Pakhtunkhwa Pakistan.

### **Research Objective**

The basic purpose and objective of this research study was

RO1: To find out the relationship of job stress, workload and low pay on job turnover in private schools of Mingora.

RO2: To examine the effect of job stress, workload and low pay on job turnover in private schools of Mingora.

### **Hypotheses**

- H<sub>1</sub>. There is a positive relationship between job turnover and job stress.
- H<sub>2</sub>. There is a positive relationship between job turnover and workload.
- H<sub>3</sub>. There is a positive relationship between job turnover and low pay.

## Literature Review

From the last four decades employee turnover is becoming a burning issue for the organizations (Pienaar, Sieberhagen, & Mostert, 2007). Employee's turnover rate has been increased while the organizations pay verities of costs (Lee & Shin, 2005). Employees' turnover is a well-recognized issue having critical importance to the organizations (Houkes, Janssen, Jonge, & Bakker, 2003). According to Ahmad. Fakhr, Ali, and Zaman, (2010), the rate of turnover in university Lecturers' in Pakistan is more than 60% (Ahmad et al., 2010), while another study in the rate of turnover is 3.4% in Singapore, in South Korea is 2.9%, and in Taiwan 2.7%, (Barnard & Rodgers, 2000).

Job turnover means the number of employees going out from an organization (Oredein & Alao, 2010). Job turnover is the process, in which employees leave their organizations intentionally (Mosadeghrad, 2013). A series of actions in which employee leave the organization or being replaced is called turnover intention (Mbah & Ikemefuna, 2012). Consciously and willingly separation of an employee from the organization is known as job turnover intention (Hammerberg, 2002; Qureshi et al., 2013). In the light of the above stated definition we can briefly define the employee turnover intention as the ratio of the number of employees that leave the organization or to be replaced through attrition, dismissal, or resignation in a given time period.

Many factors contribute in turnover intention. Demographic Factors such as age, marital status, gender, number of children (Ahmad et al., 2010). Health and family related issues (Oredein & Alao, 2010). Present pay position, nature of job and promotion factors (Ahuja et al., 2002; Nwankwo et al., 2013). Recognition, work condition, co-workers' and supervisors support like factors contribute in employee turnover (Hammerberg, 2002; Mosadeghrad, 2013). Male teachers tends more than female to job turnover intention (Yusoff & Khan, 2013). It is because female teachers are more satisfied then male teachers with their pay and nature of job. Work load and stress directly contribute in job turnover intention (Khan et al., 2014; Qureshi et al., 2013). Work family conflict and job dissatisfaction have a positive relationship with job turnover intentions (Oredein & Alao, 2010).

Present day stress is found in every type of organization due to rapid technological changes, competition, modern life style and work life conflicts (Claude, Stephanie, & Robert, 2012). First time stress was defined by Selye (1936). According to Ahmed & Ramzan, 2013 stress is a type of mental pressure, or tension exerted upon an individual due to workload. The individuals are trying to minimize this stress (Ahmed & Ramzan, 2013). Stress is the adverse reaction of the demand placed on employees (Health & Executive,

2001). It is a situation which will force a person to deviate from normal functioning (Geertje, Tineke, Karin, Veldhoven, & JPM, 2009). When employees have excessive work load they feel stress (Claire, Edward, Robert, John, & Jennifer, 2004).

Occupational stress is a crucial factor influencing employees' job satisfaction and organizational commitment (Abbasi & Hollman, 2000). Due to stress employees feel dissatisfaction and de-motivation (Mosadeghrad, 2013). Dissatisfied and uncommitted employees are more tends to leave the job (Claire et al., 2004). Job stress is a crucial factor influencing employees' job satisfaction, which is key turnover predictor (Hammerberg, 2002). Job stress has cost of skilled employees that is felt in term of low productivity and high rates of staff turnover (Ahmed & Ramzan, 2013). Minimizing of work stress results an increase in job satisfaction and decreasing in job turnover intention (Heydarian & Abhar, 2011).

Every organization now critically analyzes the stress management issues that affect organizational goals and objectives (Hussain, Sardar, Usman, & Ali, 2012). High level of job stress causes employees dissatisfaction and high turnover intention (Ahmed & Ramzan, 2013). One of the major sources of job stress is heavy work load. Work overload means the excessive work or work that is outside ones capability (Yahaya, Yahaya, Arshad, Ismail, & Jaalam, 2009). Workload refers to the amount of work that is allocated to an employee to do (Qureshi et al., 2013).

Stress is an important mediator between workload and turnover intentions (Glaser et al., 1999). Workload and job satisfaction affect organizational commitment, which in turn, influence turnover intention (Nwankwo et al., 2013). Excessive workload and stress directly contribute in job turn over intention (Ahuja et al., 2002). Workload and job stress leads toward leaving the job (Qureshi et al., 2013). Employees dissatisfaction, job stress and work overload contribute in job turnover intention (Pienaar et al., 2007). Employees willingly quits job due to the fact of too much workload and lack of perceived support (Despoina et al., 2007). Workload not only causes job stress and dissatisfaction, but also contribute in job turnover intention (Heydarian & Abhar, 2011; Yusoff & Khan, 2013).

Along with job stress and work load, low pay is also considered one of the influential factor, affecting employee turnover (Nisar et al., 2012). Employers, who offer competitive salaries along with good benefits, will most likely retain their employees (Claude et al., 2012; Tippet & Kluvers, 2009). The opportunity for advancement and promotions also help to retain employees in the organization (Houkes et al., 2003). Awards can range anywhere from a gift card

for the local department store to actual monetary bonuses. Employee turnover can be the result of job dissatisfaction, low pay, facilities provided, and illness (Qureshi et al., 2013).

Significant numbers of employees in early stage of their profession are schoolteachers. Many researches has shown that approximately one quarter of all beginning teachers leave teaching within four years (Upadhyaya, Basel, & Shakya, 2013).The financial insecure condition of generates stress among employees and they often quit from organization due financial reasons in order to search the better opportunities (Ahmed & Ramzan, 2013; Malik, Anuar, Khan, & Khan, 2014).

### **Research Methodology**

This study is explanatory in nature because it explains the relationship among job turnover intention, job stress, workload, and low pay. Population for this study was private schools teachers of district swat KP Pakistan. A sample of 35 private schools was selected from the population by simple random sampling technique specify sample. A total of 700 hundred teachers were the population where two Hundred and forty eight (248) were the sample by the formula of Krejcie and Morgan (1970). The questionnaires were distributed in the sample schools for data collection. This questionnaire is consists of twenty one questions that were originally built (Kuvaas, 2007). Instrument was distributed in private schools and was collected personally. In order to describe general characteristics' of data, descriptive analysis was used. As the study tried to investigate the causal relationship between different variables, for this purpose correlation analysis was used. In order to investigate the magnitude of causal relation regression analysis was performed. "T test" was used for the rejection and acceptance of hypotheses.

### **Results and Discussion**

#### ***Descriptive statistics***

Descriptive analysis is used to describe the general characteristics of the data (Khan., Rasli, Yusoff, & Ahmad, 2015). These study uses mean, standard deviation and frequencies of the demographics such as age, gender, qualification and income. The mean, skewness, frequencies, and standard deviation values are given below. Mean value shows that most of the respondent age falls in 25-34. Males are 192 while females are 8. Most of the respondent's qualification is master and more of the respondents get salary from 5000 to 15000.

Table 1 *Demographic Profile*

	<b>Mean</b>	<b>Std. deviation</b>	<b>Frequencies</b>
<b>Gender</b>			200
Male	1.040	0.1965	192
Female			08
<b>Age of employees</b>			200
Under 18 years			13
18-24 year	2.770	0.8780	63
25-34 years			84
35-44 years			37
45-above years			03
<b>Income</b>			200
5000-10000			129
11000-15000	1.385	0.7066	30
16000-20000			17
21000-25000			13
Above 25000			11
<b>Qualification</b>			200
High School			20
Bachelor	3.545	0.8193	73
Master			85
Above Master			22

### **Reliability**

In the reliability analysis, Cronbach’s alpha has been used to know about the instrument accuracy. In the study Cronbach’s alpha Values are given in the table below. The values for job turnover intention, job stress, work load and low pay indicates that the instruments used are reliable. Generally (0.7 or above) value for Cronbach’s alpha is used but in social science Cronbach’s alpha value (0.6) is considered acceptable (Best & Kahn 2012; Khan., Rasli, Yusoff et al., 2014).

Table 2: *Reliability Statistics*

<b>Variable Name</b>	<b>Cronbach’s alpha</b>	<b>No of Items</b>
job turnover intention	0.807	6
Job stress	0.874	5
Work load	0.725	5
Low pay	0.786	5

### *Correlation analysis*

In order to calculate the degree of association among the job turnover intention, job stress, workload and low pay this study uses correlation matrix. The study shows that turnover is strongly positively related to job stress, workload and low pay. It means that when job stress and work load on employees increase their intention to quit the job increase.

Table 3 *Correlation Analysis*

	<b>Job turnover</b>	<b>Job stress</b>	<b>Workload</b>	<b>Low pay</b>
Job turnover	1			
Job stress	0.54**	1		
Workload	0.66**	0.71**	1	
Low pay	0.42**	0.39**	0.56**	1

(\*\*) correlation is significant at the 0.01 level (2-tailed)

### *Regression analysis*

The regression analysis is used to calculate the magnitude of causal relation of independent and dependent variable. The F values in the table show that overall model is significant. The adjusted R square values show that 30%, 40% and 20% of variance in Job turnover intention can be predicted from job stress, workload and low pay respectively.  $\beta$  value shows that one unit change in job stress, work load and low pay cause 0.5, 0.6 and 0.4 unites increase in Job turnover intention respectively. The p values show that there is a significant relationship exists among Job turnover intention, job stress, workload and low pay. Based on table interpretation, all hypotheses are accepted.

Table 4 *Model Summary*

	<b>B</b>	<b>R<sup>2</sup></b>	<b>Adj R<sup>2</sup></b>	<b>F</b>	<b>T</b>	<b>Sig</b>
(Constant)	3.650	0.290	0.287	80.979	3.964	.000
Job Stress	0.539	Dependent variable: Job turnover intention			8.999	.000
(Constant)	3.043	0.430	0.428	149.607	4.140	.000
Work load	0.656	Dependent variable: Job turnover intention			12.231	.000
(Constant)	7.258	0.175	0.171	42.048	10.017	.002
Low pay	0.419	Dependent variable: Job turnover intention			6.484	.000

Based on table interpretation, all hypotheses are accepted. First hypothesis of the study was “There is a significant relationship between Job turnover intention and job stress” Due to stress employees feel dissatisfaction and de-motivation (Khan et al., 2014; Mosadeghrad, 2013). Dissatisfied employees are more tends to leave the job (Claire et al., 2004). The second hypothesis is “There is a significant relationship between Job turnover intention and workload.” Work load and stress directly contribute in job turnover intention (Khan et al., 2014; Qureshi et al., 2013).

The third and final hypothesis of this study was “There is a significant relationship between Job turnover intention and low pay.” So from the results above it is clear that there is a significant and positive relationship found between the dependent variable job turnover intention and independent variables job stress, work load and low pay. It means that when job stress and work load on employees increase their intention to quit the job increase and vice versa. Minimizing of work stress results an increase in job satisfaction and decreasing in job turnover intention (Heydarian & Abhar, 2011).

### **Conclusion and Recommendations**

From the results of the current study, it has been concluded that there is a significant and positive relation exists between job stress and workload. Such as with the increase of workload job stress is increases and ultimately turnover intention increase and vice versa. on the other hand, stress plays an important mediating role between workload and turnover intentions (Glaser et al., 1999). For overcoming stress, it should decrease workload on employees and facilitate them during the job and as well in the environment. In addition, for overcoming the turnover from the schools enough salary should be given to employees to motivate the teachers and retained them. Employers, who offer competitive salaries along with good benefits will most likely retain their employees (Claude et al., 2012; Tippet & Kluvers, 2009).

From the above study observation, it has been concluded that it is necessary to satisfy employees with benefits. The data were obtained exclusively from district swat, since relationships may differ in other districts and countries where, it is not clear that the findings of the study can be generalized to other places of Pakistan or other developing countries. The questionnaire used in this study can also be used in other studies for further validation.

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