A Study on Factors Affecting Voluntary Attrition with Special Reference to Education Ngos at Bengaluru

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ABSTRACT: *In today's competitive environment of business, success relies heavily on the employee's contribution towards achievement of goals. The target point here tries to convey that if the employees leave company/ organization it may take time for organization to cope with these kinds of uncertainties. Attrition is the state where, employees gradually leave the organizations for various reasons. Majorly, attrition is of two types which are known as voluntary and involuntary attrition. Voluntary attrition is the state when employees leave on their own and involuntary attrition where companies may send the employees with the severance pay credited into their account.*

Attrition issues may sometimes be avoidable and unavoidable. In the case of unavoidable attrition, may be due of death, diseases, accidents, disability or any personal mishap of life which might have directly or indirectly affect the person or person's life. These may be the strong reason for discontinuation from the duty. Well, beyond all these in the situation of avoidable attrition, employees may/might face an uncomfortable position; an outcome which is being exhibited as resignation of an employee.

Moreover, attrition may impact directly or indirectly the organizations routine, work culture, reputation etc. So it becomes an important issue when management does not give a thought to this point. By the way this concept of attrition may have different impact on the type of business, job roles, sourcing possibilities etc. It may have impact on the place of organization also. Attrition has positive impact on the organization, as there is a fresh blood entry into the system, but this impact may take time to bring a concrete visible result.

The main focus of this study is to understand the reasons behind teachers leaving the NGO. A survey of 286 voluntary teachers who left the organization within a couple of months has been considered. The study puts forth different reasons for their voluntary resignation and discontinuation from the duty. The data has been collected through structured questionnaire. The data is fed through IBM SPSS 20 for treatment. Correlation, regression and chi square tests will be used to present the results. The demographic data collected will be presented in the tabular format. The study will provide certain touch points as suggestions to the NGO in order to retain teachers as they are contributing whole heartedly is for a noble cause.

Key Words: *Voluntary attrition, Attrition issues, Impact on organizations routine, Job role, Personal factors.*

I.   INTRODUCTION

A major challenge for any human resource personnel is to look up for smooth functioning of institutional activities without any hindrance. Well, the question arises is it possible in the present context of competitive environment to manage without employees quitting; to move the institutional tasks forward. The answer may be no, because there may be many reasons for employees to quit the organization. Attrition is the state where, employees gradually leave the organizations for various reasons. Majorly, attrition is of two types which are known as voluntary and involuntary attrition. Voluntary attrition is the state when employees leave profession on their own. Various literatures mentions about lack of reward or compensation, difference of opinion with reporting authorities, lack of motivation, right rewards and recognitions at workplace are some of the major reasons for voluntary attrition. Moreover, in the case of, second one, which is known as involuntary attrition, the employer "lays off" employees. During the process of involuntary attrition the employees are fired by the employer, the decision is totally in the hands of the employer. There are several reasons behind employers firing employees.

VoluntaryAttrition

However, voluntary attrition issues are because of salary or compensation with fancy designations wherein the employees look in for a decent comfortable living in the metros as it is comparatively costlier when compared with others. The other major factor is employees stress levels and work life balance, some employees quit the job because of higher stress levels which leads to health hazards. Not only these, but also employees need to give sufficient time to family and issues are related to number of holidays, paid vacation leave travel allowance etc. Some of the employees look at career prospects and challenging work which may or may not be possible at the present organization but may be available at others so they quit the jobs.Another major factor that can be given a bird's eye view is that immigration of employees for people who would like to work in the foreign land or may in the different city. Yet another cause of attrition is that work environment which focuses on fair treatment of employees, respect, timing, job support and team.

The cause of attrition will affect the working at the bottom line of the organization. It influences the organization in both positive and negative ways. In order to present positive point about attrition, it creates space in the organization and fresh new talent gets on board. The negative point is that the company has to tap the right talent through sourcing and recruitment.Moreover, the productivity will be decreased, additional training cost to the new hires, cost of recruitment is also to be considered and new hires compensation rate may be at a higher also.

Education NGO

A NGO is a non-governmental organization registered under the law of the country. At present in India NGO's are either voluntary or social organizations createdwith specific objective.Each NGO addresses a problem in the society. Usually NGO's are registered with the government but it acts according to laws. It is completely controlled by the members independently. The Education is a means to provide better livelihood to the people. Education NGO's objective is to deliver quality education to the underprivileged children, to realize their dreams. These NGO's also concentrate on holistic development of children for betterment in their life and living. Special emphasis are given to girl children. Education NGO's concentrate moreon computer literacy and teaching science subjects.

Beyond all, NGO's give the reality perspective to human beings as they can see a clear picture or a factual part of the society. Many websites on the internet float an advertisement about requirement of volunteers to the NGO's. There are approximately around 2000 registered NGO's in India. As far as education Ngo's are concerned, there are only handfuls. Data for this particular research was collected from three education NGO's at Bangalore. The three NGO's are Smile foundation, Agastya foundation and Akshara foundation. Major data was collected from Agastya foundation. The foundation is supported by R. Jhunjhunwala Trust for educating under privileged children. The foundation is present in 19 states of the country, but the researcher's have collected data from Bengaluru NGO. The foundation trains teachers with B.ed qualification, to teach Science subjects to the government school children in the creative way. Similarly, with the case of other two NGO's are also into education and teachingfor poor children.

II. LITERATURE REVIEW

M. Umasankar and J. Ashok, (2013),remarked that attrition in organization is mostly due to salary, better opportunity, stress, and dissatisfaction in job. The study compared whether these reason has connection with qualification of employee or there is any relation between attrition and the company practices. Any organization must establish an updated salary increment system; maintain the communication system efficiently inside the organization to reduce attrition. Many steps must be taken other than above mentioned measures to decreases attrition and improve employee retention and satisfaction.

Milind A. Peshave and Rajashree Gujarathi (e.d), study is in hotel field how attrition is effected in area. Salary, low job profile, improper employment policies, poor work life balance, nature of work is the reasons for attrition as per this research. Major impact of attrition in hotel based organization are loss of safe, customer dissatisfaction, damage of reputation, turnover cost is high. The study states employer must be proactive to solve the problem of employees and retain them in organization for future growth.

Ammu Anantharaja (2009),remarked that attrition in BPO sector is mostly in voice department. Main reason is listed as there is no career growth. Attrition is analyzed through impact of age, gender, marital status and experience. Many employees are leaving the job within 3 years of service period. Attrition pattern changes in level of organization. They also give a suggestion that exit interview may help the organization to decrease attrition and retain the knowledge and talented employees.

Jins Joy P. and R. Radhakrishnan(2012),this research paper studies about employee's expectation from employer to reduce attrition, with link of employee's personal profile to their expectation. In the field of finical product marketing, there is lot of stress which is the huge reason for attrition. Employees expect organization to provide welfare facilities, job security, and training and development programs to reduce the attrition. Analysis

of the study says that there is a relationship between salary, age, gender, experience and education with expectation of the employee to reduce the attrition.

Sneha Ravindra Kanade et al.,(2015),says there is huge amount of work load on the employees in BPO. Many employees quit their job here is also because of there is no salary hike in interval of time. Employees feel that organization must have ethical practice for reducing attrition. The outcome also suggest that there should be regular meetings to be conducted to understand employees problem and exit interviews are must to resolve company matters to decrease attrition.

Kuyalunga Zulu et al., (2017),remarks that attrition in NPO would affect the growth and reduce the performance. They find out the cause of attrition as attractive opportunities, individual and environmental factors. The strategies they have implicated is to improve the work life balance, provide professional growth, facility reward and recognition system inside organization.

There is negative impact on remaining workers due to high attrition which is also affecting the performance of the organization. They also indicates that unskilled leadership is having some kind of impact on employees to leave their job. Adopting the strategies will help organization to decrease the attrition.

Heather D. Ponsano (2013), remarked in retail sector job satisfaction is the having direct effect on the attrition in an organization. Organization commitment and job satisfaction is not having any kind impact on each other variable. Even training programs are not making impact on the attrition rate. But even it comes to job satisfaction is compared with attrition it has some amount on effect. The organization must consider the factors which are giving satisfaction in work should carefully maintain and these may help to reduce the attrition in an organization.

S.Batty Dorance Jeen (2014),this research paper is about attrition factors in retail industry in India. This studies is outcome regarding factors that are influencing the employees are QWL, pay scale, personal reasons, working hours and so on. The major element that influences decision is working condition and salary. Male employees are leaving their job due to unsatisfactory growth in career.

Tamrisha Patnaik, and Dr. N.R. Mishra (2016),research paper is about what attrition rate and why employees keep shifting their jobs frequently. The paper objective is also to understand how company is impacted due to attrition. The research states the there are many motivation factors that help to retain employees. The factors are like team incentives, job rotation, cafeteria, rewards, recognition, training, challenging task, empowerment, etc. in this sector relationship with supervisor is motivating factor than being a hygiene factor.

Objectives
To analyze the factors affecting Attrition at education NGO's.
To know the impact of Attrition on the select factors like personal reasons, professional reasons, job environment and job satisfaction.

Research Design
The study is both descriptive and analytical in nature. For the particular study, men and women belonging to different age ranging from 21-60 who work as teachers are included. Research is undertaken for period of two months from August2018 to October 2018.

Data collection: Primary data is collected though structured questionnaire and distributed to teachers who were leaving the organization. Secondary data was collected through various journalsand web links which areclosely associated to this particular study.

Sample size: A sample of 286teachers who had putdown the papers were asked to fill the questionnaire. The data was especially collected from education NGO's.

Sampling Techniques: Convenience sampling technique was used to collect data from the respondents. The study completely focuses on the concept of voluntary attrition. The major variables identified and tested are Attrition, Personal Reason, Professional Reason, Job environment and job satisfaction.

Hypotheses
H_{11}There is significant impact of Attrition on Personal Reasons.
H_{12} There is significant impact of Attrition on Professional Reasons.
H_{13} There is significant impact of Attrition on Job Environment.
H_{14} There is significant impact of Attrition on Job satisfaction.

III. DATA ANALYSIS

Table 1: Case Processing Summary		N	%
Cases	Valid	286	100.0
	Excluded[a]	0	0
	Total	286	100.0

Table 2: Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.875	17

Reliability Statistics:The reliability co-efficient is 0.875 the numbers are close to 1. Usually the coefficients should be above 0.7 which are considered as having good internal consistency. Hence the result of the table (Table -2) shows 0.87 is data is reliable.

Table 3: Profile of the Respondents.

Variables	Categories	No of respondents	Percentage
Gender	Male	211	74
	Female	75	26
Age	21-30	164	57
	31-40	71	25
	41-50	37	13
	51-60	14	5
Education	Graduation	148	52
	Post Graduation	138	48
B.Ed	Yes	160	56
	No	126	44
Experience	1-5	196	69
	6-10	72	25
	11-15	18	6
Monthly Income	10,000-12,000	194	68
	13,000-15,000	92	32
Marital Status	Married	141	49
	Unmarried	145	51

`The above table indicates the demographic information of respondents and majority of respondents i.e., 74% of them are male and remaining are female. As per the age diversification of respondents the maximum of them are in between the age group of 21-30 that can be justified with 57%. The next maximum is in the age group of 31-40 with 25%. The next dimension is education where in 52% of respondents is graduates and remaining 48% are post graduates. This table also indicates the B.ed qualification of the respondents is only 56%. The experience of the respondents is more in between 1-5 years which is 69% and the next highest is 6-10 years with 25%. Monthly income of respondents is more in the category of 10,000-12,000 with the percentage of 68. The last dimension is the marital status and here only 51% of them are unmarried.

Table 4: Descriptive Statistics

Descriptive Statistics	Mean	Std. Deviation	N
Attrition	13.4483	1.84871	286
Personal Reason	11.569	1.90712	286
Professional Reason	12.7103	2.22728	286
Job environment	13.4	2.49123	286
Job Satisfaction	13.6414	2.32982	286

Table: 5 Chi square tests

Variable 1	Variable 2	Chi square value	P value	Results
Attrition	Personal Reason	292.307	.000	Rejected
Attrition	Professional Reason	159.763	.000	Rejected
Attrition	Job Environment	151.093	.000	Rejected
Attrition	Job Satisfaction	25.838	.056	Accepted

Table 6: Correlations

		Attrition	Personal Reason	Professional reason	Job Environment	Job satisfaction
Attrition	Pearson Correlation	1	.421**	0.176	0.249	.322**
	Sig. (2-tailed)		0	0.069	0.009	0.001
	N	286	286	286	286	286
Personal Reason	Pearson Correlation	.421**	1	.359**	.399**	0.452
	Sig. (2-tailed)	0		0	0	0
	N	286	286	286	286	286
Professional Reason	Pearson Correlation	0.176	.359**	1	0.26	.268**
	Sig. (2-tailed)	0.069	0		0.007	0.005
	N	286	286	286	286	286
Job environment	Pearson Correlation	.249**	.399**	.260**	1**	.524**
	Sig. (2-tailed)	0.009	0	0.007		0
	N	286	286	286	286	286
Job satisfaction	Pearson Correlation	0.216	0.447	0.332	.524**	1**
	Sig. (2-tailed)	0.025	0	0	0	
	N	286	286	286	286	286

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

As per the above table Attrition is having positive correlation with personal reason, professional reason job environment and job satisfaction and job satisfaction. Whereas the attrition is weakly positive correlated with professional reason at two tailed.

At two tailed when personal reason is correlated to attrition and professional reason it shows positive correlation. And it shows weak positive correlation with services unsatisfied and job satisfaction. Pearson correlation is significant at 1percent level(2- tailed).

Table: 7 Regressions

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Df2
1	0.303a	0.092	0.079	1.7415	0.292	7.201	285

a. Predictors: (Constant), personal reason, professional reason, job environment, job satisfaction
b. Dependent Variable: Attrition

Table: 8 Anova

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.658	4	22.664	7.201	.000ᵇ
	Residual	897.066	285	3.148		
	Total	987.724	289			

Table: 9 coefficients

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.523	1.187		9.711	.000
	Personal Reason	.002	.055	.002	.039	.969
	Professional Reason	0.243	.047	.293	5.156	.000
	Job Environment	0.622	.042	.057	1.003	.317
	Job Satisfaction	0.462	.045	.058	1.020	.309

The above model summary table means that the regression analysis can explain 29.2% of the data. As such personal reason, Professional reason, Job satisfaction are not highly dependent onattrition.

IV. DISCUSSIONS

The primary data reveals certain facts that majority of them are males and they have B.ed degree qualified who take up training jobs at education NGO's.The monthly income ranges between rupees 10,000-12000 only. The data alsoreveals that the employees belong to suburbanareas which are outskirts of Bangalore. The correlation and regression analysis show more impacts on professional reasons, job environment and job satisfaction. There is a positive correlation among the factors chosen.

V. CONCLUSION

The present study identifies reasons for the factors of attrition at education NGO's at Bangalore. The major reasons found were personal reasons, professional reasons, job satisfaction, work place environment factor and system related factor. As far the results are concerned the training impact was extremely useful and some instructors expressed unhappiness over the location factor which may be the minor reason. The focal point is prejudiced towards professional reasons; job satisfaction and employee orientation by the heads of the foundation can resolve the attrition rate to someextent.

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