



IMPACT OF HR PRACTICES ON FACULTY TURNOVER INTENTIONS AT BANGALORE CITY - A STUDY

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Abstract

The pilot study aims at examining the Relationship of HR practices on faculty turnover intentions. In this research the word faculty is used for the teachers who are working with the different commerce and management colleges affiliated to Bangalore University, Bangalore (Karnataka) India. Likert's five point rating scale was used for measuring the Relationship of HR practices on faculty turnover intentions. The data was analyzed using statistical package for social science (SPSS). Reliability (Cronbach's Alpha) of the study was tested for the individual items of the variables. Then Pearson correlations was conducted to examine the correlation co-efficient among the study variable. The study revealed Work environment and job autonomy has positive relationship on faculty turnover intentions where as job security, compensation and reward system, training and development, supervisory support have negative relationship on faculty turnover intentions.

Keywords: Faculty turnover intentions (FTI), Retention, Higher Education Institutions and Faculty Commitment.

INTRODUCTION

Today, more than ever before in human history the wealth or poverty of nations depends on the quality of higher education. Quality of higher education has become a benchmark for the success of a nation. Because a well-educated and well-trained population could propel a nation towards rapid economic growth. Countries like Japan, Korea and Singapore despite of lack of natural resources, but still huge investment in higher education have made rapid economic progress and are counted in the best ranking education countries. On the other hand, countries such as Nigeria or Congo despite enormous natural resources are poor and backward, because of high rate of illiteracy and lack of skilled workforce. Education system needs to be global. 'World Class Education' involves a globally accepted high standard of education. Every country needs an increasing number of highly educated people and skilled professionals in order to integrate into the globalization process. The most important stake holder who can contribute and improve the higher education sector is faculty, but from many of our literature which was reviewed, revealed that most of the faculties are not satisfied with their job, due to many reasons. Either compensation system will not be attractive or the way faculty managed/treated is not effective, as a result high level of job dissatisfaction and ultimately leading to a faculty turnover or faculty turnover intentions. Even if the faculty sticks with the same institution waiting for opportunity to move in future, their interest level in teaching will be very low which has resulted in poor quality of teaching and ultimately leading to under employment of students.

REVIEW OF LITERATURE /HYPOTHESIS GENERATION

The Concept of Employee Turnover

Employee turnover, although it is mainly a concern to the professionals of human resource department (Peterson, 2004), academics and organizational managers have paid much attention to this current Phenomenon (Ton and Huckman, 2008) due to its detrimental effects on the organizations. Practically among all the organizational resources, people are the most important resources; while on the other hand, they are most difficult to control as well (Szamosi, 2006; Perez and Ordenez de Pablos, 2003). According to Mobley (1982), employee turnover is the cessation or termination of membership with the organization by an individual employee. In other words, it is permanent leaving of an employee from the organization. Scholars commonly view turnover and its proxy, turnover intentions as the form of withdrawal (Price, 1999). However, there is a distinction between turnover and turnover intention which needs to be discussed first. It can clearly be argued that the term 'turnover' represents the actual turnover behavior, the movement of the employees' to other organizations (Price, 2001), while the terms 'turnover intention' represent the employees' behavioral intention. It is employees' 'perceived probability of leaving the current organization (Cotton and Tuttle, 1986). The term 'turnover' means that employees' permanent leaving or discontinuation of employment relationship of an employee with the organization. More than faculty turnover its faculty turnover intentions which are found among faculty of higher education institutions

Human Resource Management Practices

The importance of managing human resources, the essence of the organization, has been growing over the past years in academia and in practice because the HR practices help employees to form their attitudes and behaviors (Meyer and Smith, 2000). Earlier, one of the study found that perceptions of human resource practices are more important than the actual practices in developing employee commitment (Kiniki, Carson, and Bohlander, 1992). Management scholars and practitioners have exerted continuous efforts in learning more about human resource practices and how these practices enhance employees' performance and achieve organizational goals (Ahmad and Schroeder, 2003; Boselie et al. 2001; Guest, 1997;



Huselid, 1995; Power and Boselie, 2003). The influence of human resource practices on performance at organizational level, individual level, or group level is an important issue in the area of human resource management and organizational psychology. In this regard, positive perceptions of human resource practices cause employees to believe in social exchange relationship between employees and the organization (Wayne et al. 1997; Lee and Bruvold, 2003). Generally, Employees who are satisfied with the organization are willing to contribute to the organization (Eisenberger et al. 2001). But employees who are dissatisfied with the organization will be reluctant to contribute towards the organization performance which results in poor performance of organization. The same scenario exist in the higher education institution also, the reason for the dissatisfaction can be ineffective management of HR. hence this study is conducted to know the Relationship of HR practices on faculty turnover intentions.

H1: Human Resource Practices Significantly Related to FTI

OBJECTIVES

The Objective of the study are:

1. To find the reliability of the various variables of the study.
2. To study the relationship of HR practices such as job security, compensation, job autonomy, working conditions, trading and development and supervisory support with FTI.

STATEMENT OF THE PROBLEM

High rate of faculty turnover intentions, results in poor quality of teaching & making HEIs incapable of providing qualitative output to corporate industry hence prevailing of underemployment. This study will be beneficial for educational policy makers, planners, faculty and HEIs administrators. Administrators need to know about the weaknesses which exist in the present system.

METHODOLOGY

Data Collection Procedure: The respondents were 60 faculty from different institutions of Bangalore urban city, particularly commerce and management institutions (private & Aided only) affiliated to Bangalore University.

Sample

Sample of the 60 faculty, It includes 20% professors, 70% assistant professors, 3% Associate Professors and 7% Lecturers. Respondents belong to 87% private and 13% aided institutions, more over 23% of the survey participants were male faculty, while 77% were female faculty and majority of them belong to age group below 30 years and their qualification is just PG only and their income level is ranging from 10000 to 25000/-. The average weekly hours spent by the respondents at work was 15 – 18 hours and their average length of work experiences falls below 5 years. Majority stated the reason for choosing profession as motivated with teaching.

Instrumentation

To specify the Relationship of HR practices such as job security, compensation, job autonomy, working conditions, trading and development and supervisory support on FTI, a likert's five point rating scale was adapted. The questionnaire was consist of eight constructs with ten items for each construct and for each item, five point likert – type response scale was allotted ranging from strongly disagree to strongly agree.

Measures

Job security: This construct consist of ten items such as contract employee, layoff/retrenchment, probation period, roles of faculty, permission to work as guest faculty and transfers. The cronbach's value is – .69, **Compensation and reward systems:** Items of the construct are as follows, satisfaction, financing of needs, attractive salary, remunerated equivalent to experience, efforts, stress and strain. Compensation fixation principle and work break enrichment the cronbach's value is – .92

Training and development: Orientation, self improvement, regular training, FDP link with the institutional goal, professional needs, FDP feedback, carrier development activities and academic forums. The cronbach's value is – .87

Supervisors support: appreciation, sharing knowledge, feedback, role model, attention to grievances, recognition, et al. The cronbach's value is – .89.

Work environment: Cordial environment, welfare activities, work load, academic facilities, physical resources, canteen facilities, work life balance initiatives, employee health, co-operation and team work, et al. The cronbach's value is – .82

Job autonomy: Subject selection, assessment of wards, internal assessment marks, decision making, student progression and intact with the information, et al. The cronbach's value is – .88

Faculty turnover intentions – institutional culture, values, HR practices, HR treatment, Stay et al. The cronbach's value is – .72

Table 1: scales used for the study

Parts of scale	Construct measured	Number of items	References
Part B – 1	Job security	10	Eric ng et al (2011)
Part B – 2	Compensation&Reward system	10	Furk Abbas (2012)
Part B – 3	Training & Development	10	Nirmala n (2014)
Part B – 4	Supervisory support	10	Rana &Abdul(2011)
Part B – 5	Work Environment	10	Furk Abbas (2011)
Part B – 6	Job Autonomy	10	GBENU, JP (2010)
Part C	Faculty Turnover Intention	10	Nirmala n (2014)

DATA ANALYSIS TECHNIQUE

The data was entered in the Microsoft excel – 2007 and then transferred to statistical package for social sciences (SPSS). Reliability (cronbach's alpha) of the study was tested for individual items

RESULTS

Reliability

The alpha (cronbach) reliability of the analysis is 0.95, indicating a very high internal consistency. One item from the faculty turnover intention was deleted because their inter item correlation was negative; item wise reliability is shown in table 2.

Table 2: Overall reliability of the instrument

Part of Scale	Construct Measured	Number of Items/statements	Alpha Value N=60
Part B – 1	Job security	10	.69
Part B – 2	Compensation & Reward system	10	.92
Part B – 3	Training & Development	10	.87
Part B – 4	Supervisory support	10	.89
Part B – 5	Work Environment	10	.82
Part B – 6	Job Autonomy	10	.88
Part C	Faculty Turnover Intention	9	.72

From table1 it can be inferred that Cronbach's alpha coefficient value for job security (.69), Compensation and rewards (.92), Training and Development (.87), Supervisor support (.89), Work Environment (.82), Job Autonomy (.88), Faculty turnover intention (.72) and the overall scale with highest alpha score (.95). According to Nunnally (1978) the acceptable alpha value should fall above 0.7.

Table 3: Pearson correlation analysis

Variables	1	2	3	4	5	6	7
Job security	1						
Compensation and Reward System	.488**	1					
Training and Development	.418**	.661**	1				
Supervisor Support	.292*	.465**	.524**	1			
Work Environment	.441**	.655**	.632**	.620**	1		
Job Autonomy	.374**	.256*	.385**	.504**	.634**	1	
Turnover Intention	.221	.210	.127	.214	.323*	.315*	1

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

* . Correlation is significant at the 0.05 level (2-tailed)



Table 3 shows the correlation analysis using Bivariate Pearson Product-moment for finding the significance between Job Security, Compensation and reward system, Training and Development, Supervisor Support, Work Environment, Job Autonomy and Turnover intention. It was observed that at 0.05 level of significance, work environment (.323) and job autonomy (.315) has positive relationship with turnover intention among the faculty working in education institutions. The study also points out that no significant relationship exists among job security, compensation and rewards, training and development and supervisor support on turnover intention of the faculty.

DISCUSSIONS

Table 3 presents the correlation among the variables of the study, findings of the study depicts work environment and job autonomy has positive relationship on faculty turnover intentions, where as Job Security, Compensation and rewards, training and development, and supervisory support have negative relationship on faculty turnover intention.

Job Security: The result of the study is consistent with the previous results such as samuel and chipunza (2009), Conklin & desselle (2007), Zhou & Volkwein (2004). In the academic setting, researcher argued that job security for faculty is the top most priority in the decision making process of staying with or leaving the organization. It is infact negatively related to turnover decision.

Compensation & Reward system: The previous studies explained that, Pay is highly considered human resource practices especially in the context of under developed countries. For instances, Ovadje (2009) found pay as highly significant variable in the turnover research. While shahzad et al (2008) explained that faculty pay might be a great tool in retaining competent faculty. However, the present study result is not confirming to sum of the previous study and says pay is not an important component in the turnover research.

Training & Development:The finding of the study is consistent with the previous studies such as fairris (2004), winterton (2004) bekar & gerhart (1996) and cotton & tuttle (1986) where researches argued that employees training and development is negatively related to turnover intentions.

Supervisory Support:Result is consistent with the previous studies such as Ovadje (2009), cho et al (2009), Batt & vallour (2003), essen burger et al. according to Ovadje (2009) supervisory support may be important for turnover decision in a context where personal relationship are considered important in the work place. Particularly in the collectivist society. The result of the present study is similar to the finding of pearson & Chong (1997) & Lee (2004) where research claimed no significant relation between supervisory support and faculty turnover intentions.

Work Environment: Billah(2009)on commercial bank employees found that working condition is highly significant with the turn over intentions, Sthe present study finding is also similar and says working environment is positively related to FTI
Job Autonomy: In the academic setting, Dary & Dee (2006) argued that freedom of work in the academic profession has been one of the most important reason for faculty to remain with or to leave the job. Even the present study reveals, there is positive relationship between job autonomy and FTI

Limitation of the Study

Poor response rate of faculty members is the major limitation of the study. The study did not cover all the institutions affiliated to Bangalore University. This study has focused only on 6 constructs such as Job security, Compensation and Reward System, Training and Development, Supervisor Support, Work Environment and Job Autonomy. Where as there are many more such variables that can be taken into consideration like performance appraisal system and recruitment and selection procedure which play an important role in faculty turnover intentions.

Future Scope of the Study

Since performance appraisal and recruitment and selection practices of HR can be important factors and make a difference in faculty turnover intentions, further research studies can be carried out by taking these variables while assessing the impact of HR practices on faculty turnover intention.

FINDINGS & CONCLUSION

The findings of the study have contributed to new information to the body of knowledge in HRM and turnover literature. The present study demonstrated the relationship between HRM practices and turnover intentions in the context of under-researched non western organization. Since most of the previous studies on HRM practices and turnover were conducted in the western context, thus result of the present study confirms the relationship in non western context.



The findings of the study will assist to develop faculty retention strategies. The research frame work provides guidelines to manager about what is needed to reduce turnover intentions.

In summary, the result of the present study points to the importance of examining the role of faculty perceptions of HRM practices in predicting their turnover intentions. This study acts further knowledge on the importance of HRM practices as the predictors of turnover intentions. In future it is recommended that more HRM practices should include in the turnover research for instance recruitment and selection, promotion opportunity and performance appraisal can be tested.

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