

Turnover Intentions and Work Contentment of Private Institutions' Academic and Non-Academic Personnel in Dagupan City, Philippines

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Abstract – *Employees are considered as the most valuable assets of an organization. Employee turnover is an important factor in all organization including the institutions. Replacing employees can affect an institution's productivity, expenses, and overall performance. Turnover is the process through which staff leaves a business or organization and that business or organization replaces them. The objective of the study is to determine the turnover intention of the teaching and non-teaching personnel in private institutions. It aims to answer specific objectives such as the profile of the respondents, the turnover intention of the personnel, the difference between the level of the intention of academic and non-academic personnel. In this study, the researchers will be used the quantitative study. The questionnaire was used as a data-gathering instrument, to determine the turnover intentions of the personnel. The descriptive survey method will be used to gather the data and to know the status to help to address effectively the research objectives. Based on the result of the study, most of the non-teaching personnel have lower turnover intentions compared to the teaching personnel of the private institutions. The result also shows that the teaching personnel has higher turnover intentions than non-academic employees. It is recommended that human resource management and the top management of the private institution should develop an intervention in order to maintain the manpower in the organization.*

Keywords – turnover intention, organizational satisfaction, private institution

INTRODUCTION

The turnover intention of an employee is an important factor in any organizations' bottom line. Changes in the employees can affect a business's productivity and the overall performance of the organization. If the organization can easily measure the employee's turnover intention, the organization can determine the likelihood of staff leaving the business organization. [1].

In the study, the researcher investigated the status and the level of job satisfaction and turnover intentions on academic and non-academic [2]. This served as a basis for proposing recommendation in a form of strategic management plan for creating and maintaining their job satisfaction [3]–[5].

The objective of the Study

The objective of the study is to determine the turnover intention of the teaching and non-teaching personnel in private institutions. It aims to answer specific objectives such as the profile

of the respondents, the turnover intention of the personnel, difference between the level of the intention of academic and non-academic personnel.

Significance of the Study

The significance of this study is to determine what are the factors why there are high turnover intentions among employees. In general, turnover creates monetary and structural stress on the organization it occurs within, and the top management should create an intervention to minimize. [1].

METHODOLOGY

In this study, the researchers will be used the quantitative study. The questionnaire was used as a data-gathering instrument, to determine the turnover intentions of the personnel. The descriptive survey method will be used to gather the data and to know the status to help to address effectively the research objectives .

Population and Sample

The respondents of this study are the personnel from the Private Institutions in Dagupan City. A total of 120 respondents from the 3 big institutions, 60 for the teaching and 60 for the non-teaching personnel that is equally distributed using convenient sampling technique adopted from different studies.

Data Gathering Instrument

Participants were requested to complete the adopted survey [6], [7] created using Google Forms which was a modern practice by several studies [8]–[10], and extracted in CSV format for analysis.

Statistical Treatment Used

Frequency and Percentage were used in the primary objectives and average

weighted mean was also used in determining the interpretation based on the Likert rating scale used.

Table 1 Likert Scale Used

Range	Descriptive Equivalent	Descriptive Equivalent
4.51-5.00	Strongly Agree	Extremely Satisfied
3.51 to 4.50	Agree	Satisfied
2.51 to 3.50	Neutral	Neutral
1.51 to 2.50	Disagree	Dissatisfied
1.00 to 1.50	Strongly Disagree	Extremely Dissatisfied

RESULTS

The result shows that most of the teaching and non-teaching were satisfied in terms of the nature of work.

Table 2 Nature of Work

NATURE OF WORK					
1	Suitability and Interest in the Job	3.70	Satisfied	3.93	Satisfied
2	Ability to improve skill and knowledge from my job	4.00	Satisfied	3.58	Satisfied
3	Ability to command dignity and respect from the job	3.43	Neutral	3.58	Satisfied
4	Ability to do the best of my work	3.50	Neutral	3.58	Satisfied
5	Ability to live a happy home life with the realization of aspirations	3.67	Satisfied	3.58	Satisfied
6	Provision of required information for doing the work	3.65	Satisfied	3.75	Satisfied
7	The requirement of physical efforts and previous experience to do my job	3.92	Satisfied	4.37	Satisfied
8	The encouragement is given for self-thinking while at work	4.00	Satisfied	4.35	Satisfied
9	The importance is given to my ideas to do things better	3.50	Neutral	4.20	Satisfied
10	Communication of information about what is going on	4.00	Satisfied	4.38	Satisfied
11	Respect and encouragement given for my efforts	3.72	Satisfied	4.10	Satisfied
12	Attachment towards my existing job	3.67	Satisfied	4.02	Satisfied
		3.73	Satisfied	3.95	Satisfied

In terms of the nature of work, most of the respondents for both teaching and nonteaching personnel are satisfied with nature of work.

This implies that those working in private institutions found out that the nature of work is satisfying.

Table 3 Interpersonal Relationship

INTERPERSONAL RELATIONSHIP					
1	The trust imposed on me by my superiors	3.98	Satisfied	3.73	Satisfied
2	Trust in my superiors for their encouragement	4.00	Satisfied	3.75	Satisfied
3	Mutual Cooperation among people in the organization	4.08	Satisfied	3.72	Satisfied
4	Care Shown by the superior in learning my job	3.83	Satisfied	4.25	Satisfied
5	Way of listening to the suggestions made by employees	3.45	Neutral	4.28	Satisfied
6	Free discussion between the superiors and employees	3.50	Neutral	4.35	Satisfied
7	Care was taken in the appreciation of good work done	3.78	Satisfied	4.33	Satisfied
8	Nonthreatening way of communicating the weaknesses of the employees	4.38	Satisfied	4.12	Satisfied
9	Free of expression of problems in a free and informal atmosphere	3.63	Satisfied	3.98	Satisfied
10	The encouragement was given by seniors in experimenting the new methods of doing my work	4.13	Satisfied	4.00	Satisfied
		3.88	Satisfied	4.05	Satisfied

In terms of interpersonal relationships, most of the respondents for both teaching and

nonteaching personnel are satisfied with their interpersonal relationships.

Table 4 Pay and Allowances

PAY AND ALLOWANCES					
1	I get a decent income for the job I perform	2.40	Dissatisfied	2.18	Dissatisfied
2	Sufficiency of income to meet family expenses	1.92	Dissatisfied	2.67	Neutral
3	Availability of scope for schemes of financial rewards	2.17	Dissatisfied	2.58	Neutral
4	Availability of scope for schemes of nonfinancial rewards	2.55	Neutral	2.48	Dissatisfied
5	Clarity and ability to understand the pay and allowance system followed by the management	2.58	Neutral	2.13	Dissatisfied

6	Clarity and ability to understand the incentive system followed by the management	2.30	Dissatisfied	2.13	Dissatisfied
7	Method of distinction between the best and fewer performers	2.05	Dissatisfied	2.80	Neutral
8	Provision of chances to gain something through the pay and incentive system	1.92	Dissatisfied	2.25	Dissatisfied
9	The link between performance and rewards maintained by the existing system	2.25	Dissatisfied	2.25	Dissatisfied
10	Influence of trade union contracts on the existing pay system	2.30	Dissatisfied	1.97	Dissatisfied
		2.24	Dissatisfied	2.35	Dissatisfied

In terms of the pay and allowances, most of the respondents for both teaching and nonteaching personnel are dissatisfied with their pay and allowances.

Table 5 Work Environment

WORK ENVIRONMENT					
1	Availability of pleasant physical environment	3.92	Satisfied	3.90	Satisfied
2	Provision of lighting and ventilation facilities at the workplace	4.00	Satisfied	3.97	Satisfied
3	Adequacy of working (floor) area to work efficiently	3.50	Neutral	4.00	Satisfied
4	Comfortability of the working hours	4.00	Satisfied	4.52	Highly Satisfied
5	The efficiency of the equipment and tools at the workplace	3.72	Satisfied	4.45	Satisfied
6	Implementation of safety norms in the organization	3.67	Satisfied	4.42	Satisfied
7	Provision of safety appliances at the workplace	3.83	Satisfied	4.38	Satisfied
8	Comfortability to work under the existing environment	3.45	Neutral	4.35	Satisfied
9	Provision of sanitary facilities available	3.50	Neutral	4.32	Satisfied
10	Functioning of the canteen and effects to prevent distraction in the organization	3.78	Satisfied	4.08	Satisfied
		3.74	Satisfied	4.24	Satisfied

In terms of the work environment, most of the respondents for both teaching and nonteaching personnel are satisfied with their work environment.

Table 6 Training

TRAINING					
1	Sufficiency of imparting training program by the HRD	3.65	Satisfied	4.00	Satisfied
2	The usefulness of the training to acquire knowledge and skill	3.92	Satisfied	4.18	Satisfied
3	Sufficiency of the duration of the training program	4.00	Satisfied	4.13	Satisfied
4	Selection criteria followed for imparting training program	3.50	Neutral	4.20	Satisfied
5	Competence and qualification of the trainees	4.00	Satisfied	4.25	Satisfied
6	Encouragement to participate in the external training courses	3.72	Satisfied	3.93	Satisfied
7	The organization of the training program	4.00	Satisfied	3.93	Satisfied
8	The opportunity provided to implement the knowledge secured during training	3.72	Satisfied	4.00	Satisfied
9	The seriousness of the outcome of the training program	3.67	Satisfied	4.25	Satisfied
10	The opportunity provided to implement new methods and apply creative ideas secured	3.83	Satisfied	4.00	Satisfied
		3.80	Satisfied	4.09	Satisfied

In terms of the training, most of the respondents for both teaching and nonteaching

personnel are satisfied with their training provided by the employer.

Table 7 Management Policies

MANAGEMENT POLICIES					
1	The policies of management create a conducive work environment	3.72	Satisfied	4.45	Satisfied
2	Organization development is the motive of the policies	3.67	Satisfied	4.42	Satisfied
3	Employees welfare and its correlation with productivity	3.83	Satisfied	4.45	Satisfied
4	Career opportunities and their growth is immensely considered by the management	3.45	Neutral	4.42	Satisfied
5	Management aims at practicing rigorous HR practices	3.50	Neutral	4.38	Satisfied
6	Learning climate and its respective encouragement on policies	3.50	Neutral	4.35	Satisfied
7	Trust and openness	4.00	Satisfied	4.32	Satisfied

8	strategies of the management Periodic measurements on individual efficiency	3.72	Satisfied	4.42	Satisfied
9	Regular discussions on overall organizational efficiency	3.67	Satisfied	4.38	Satisfied
10	Productivity climate and its important aims	3.45	Neutral	4.35	Satisfied
		3.65	Satisfied	4.39	Satisfied

In terms of the management policies, most of the respondents for both teaching and nonteaching personnel are satisfied with their

employer’s management policies in the organization.

Table 8 Personal Growth and Career Development

PERSONAL GROWTH AND CAREER DEVELOPMENT					
1	Availability of schemes for personal growth and development	3.00	Neutral	2.38	Neutral
2	Communication of schemes for personal growth and development	3.50	Neutral	2.35	Dissatisfied
3	Conduct of program for personal growth and development	3.00	Neutral	2.32	Dissatisfied
4	Deputation to other jobs to learn new skills	2.72	Neutral	2.42	Dissatisfied
5	Conduct workshops and seminars for further development	2.67	Neutral	2.38	Dissatisfied
6	Involvement of employees in HRD activities and decision-making process	2.83	Neutral	1.92	Dissatisfied
7	Opportunities provided for feedback and counseling facilities	2.45	Dissatisfied	2.38	Dissatisfied
8	The interest was shown by the superiors in the development and growth of their subordinates	2.50	Dissatisfied	2.35	Dissatisfied
9	Selection criteria followed for promotions	2.58	Neutral	2.32	Dissatisfied
10	The encouragement is given to acquire additional qualifications through part-time and correspondence courses	2.67	Neutral	1.58	Dissatisfied
		2.79	Neutral	2.24	Dissatisfied

In terms of personal growth and career development, most of the respondents for nonteaching has neutral statement, while teaching

personnel are dissatisfied on the personal growth and career development.

Table 9 Grievance and Redressal

GRIEVANCE AND REDRESSAL					
1	Care is taken by the management for redressal of grievances	4.40	Satisfied	4.38	Satisfied

2	Understandability of the grievances redressal procedure	4.45	Satisfied	4.42	Satisfied
3	Redressal of grievances through grievances redressal program	3.43	Neutral	4.42	Satisfied
4	System of maintaining the record of the grievance for future reference	3.50	Neutral	4.38	Satisfied
5	Time is taken for disposal of the grievances of the employees	3.67	Satisfied	4.32	Satisfied
6	Availability of permanent procedure for handling grievances	3.65	Satisfied	4.42	Satisfied
7	Interest shown by the management in knowing the prevalence of grievances	3.92	Satisfied	4.42	Satisfied
8	Communication of the outcome of the grievances	4.00	Satisfied	4.42	Satisfied
9	Handling of your personal and official grievances by the management	3.50	Neutral	4.38	Satisfied
10	Impression about the functioning of the grievances settlement committee	4.00	Satisfied	4.32	Satisfied
		3.85	Satisfied	4.39	Satisfied

In terms of grievance and redressal, most of the respondents for both teaching and nonteaching personnel are satisfied with their

employer's management policies in the organization regarding grievance.

Table 10 Management and Employees

MANAGEMENT AND EMPLOYEES					
1	The regularity of communication of HRM policies	3.67	Satisfied	4.45	Satisfied
2	Permission to employees to participate in the discussion of HRM policies with the management	3.67	Satisfied	4.35	Satisfied
3	Communication of vision and mission to all staff	3.83	Satisfied	4.32	Satisfied
4	Communication of social objectives of the Organization	3.45	Neutral	4.42	Satisfied
5	The disclosure of strategy to achieve the organization goals	3.50	Neutral	4.42	Satisfied
6	Maintenance of communication network within the organization	3.50	Neutral	4.38	Satisfied
7	Adoption of organization development exercises within the organization	4.00	Satisfied	4.42	Satisfied
8	Implementation of staff development plans	3.72	Satisfied	4.42	Satisfied
9	Co-ordination between the management and HR department	3.67	Satisfied	4.38	Satisfied

10	Feeling experienced as an employee of the organization	3.67	Satisfied	3.67	Satisfied
		3.67	Satisfied	4.32	Satisfied

In terms of the management and employees, most of the respondents for both teaching and nonteaching personnel are satisfied

with the management and employees of the organization.

Table 11 Empowerment

EMPOWERMENT					
1	Empowerment to employ temporary staff during an emergency	4.10	Satisfied	4.52	Highly Satisfied
2	Empowerment is given to schedule the job	3.67	Satisfied	4.45	Satisfied
3	Authority is given to complete the assigned task	3.83	Satisfied	4.42	Satisfied
4	Empowerment to take the decision in the execution of work	3.45	Neutral	4.35	Satisfied
5	Delegation of authority to allocate resources for various work	3.50	Neutral	4.32	Satisfied
6	Easy accessibility of required information	3.50	Neutral	4.42	Satisfied
7	Receipt of instructions for building a relationship with others in the organization	4.00	Satisfied	4.38	Satisfied
8	Liberty in taking decisions	3.72	Satisfied	4.35	Satisfied
9	Impression on the empowerment granted by the superiors	3.67	Satisfied	4.32	Satisfied
10	The response is shown by the co-workers to your decisions	3.83	Satisfied	4.08	Satisfied
		3.73	Satisfied	4.36	Satisfied

In terms of empowerment, most of the respondents for both teaching and nonteaching

personnel are satisfied with their employer's empowerment in the organization.

Table 12 Career Plan

CAREER PLAN					
1	I will probably look for a new job in the next year	2.33	Disagree	3.48	Neutral
2	I may quit my present job next year	2.12	Disagree	3.73	Agree
3	I do not see much prospects in the future in this organization	2.12	Disagree	4.03	Agree
4	If I have a chance, I will transfer to a different company	3.58	Agree	4.75	Extremely Agree
5	I do not see my self in this company in the next 5 years	1.90	Disagree	4.28	Agree
		2.41	Disagree	4.06	Agree

In terms of the career plan for non-teaching personnel, most of the respondents

disagree, while most of the teaching personnel agree.

Table 13 Non-teaching and Teaching Comparison

Indicator	Non-Teaching	Teaching	Difference
Nature Of Work	3.73	3.95	-0.22
Inter-Personal Relationship	3.88	4.05	-0.17
Pay And Allowances	2.24	2.35	-0.10
Work Environmnet	3.74	4.24	-0.50
Training	3.80	4.09	-0.29
Management Policies	3.65	4.39	-0.74
Personal Growth And Carrer Development	2.24	2.35	-0.11
Grievance And Redressal	3.85	4.39	-0.54
Management And Employees	3.67	4.32	-0.66
Empowerment	3.73	4.36	-0.63
Career Plan	2.41	4.06	-1.65

While most of the respondents in the non-teaching have a lower turnover intention, it means that they are willing to stay in the company, majority of the teaching personnel have high turnover intentions.

Limitations of the Study

The study is limited only to the three big institutions of Dagupan City, Pangasinan. The profile of the respondents was removed in the result of this study and correlation was not computed.

CONCLUSIONS & RECOMMENDATION

It is recommended that human resource management and the top management of the private institution should develop an intervention in order to maintain the manpower in the organization. Employee satisfaction and retention have always been important issues for any organization.

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