

Analysis of Employee-Employer Relationship in Private Education Institutions : A Case Study of Technical Institutions in Madhya Pradesh (Part – I)

Madhu Thakur*

Barkatullah University, Bhopal, India.

*Corresponding author email id: ramthakur2000@yahoo.com

Amit Banerji

MANIT, Bhopal, India.

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Abstract – Significant evidences from the literature have been identified by the researcher about the effect of employee-employer relationship in Technical Education Institutions. In this paper the two factors have been undertaken for our study. The first factor is the reason for leaving the last job and second is the factor missing in previous job for exploring the effect over Technical Institutions in Madhya Pradesh.

Keywords – Employee, Employer, Relationship, Private Education Institutions.

I. INTRODUCTION

Now-a-days Technical Education is a basic need to the growth of any nation. As per World Bank working paper No.190 (Blom & Cheong, 2016) World Bank is keen to improve Technical Education of all developing countries. Indian Government (MHRD Outcome Budget, 2015) is also allocating special budget every year to develop facilities for improving technical education. A good employee-employer relationship is necessary for growth of any organization or Technical Institutions.

II. LITERATURE REVIEW

There have been certain noted contributions in the field of employee-employer relationship and their satisfaction towards an organization.

An employee-employer relationship has been identified through employee involvement rewards, and employee satisfaction by (Kanungo, 1992; Mohrman, Lawler & Ledford, 1996; Mottaz, 1988; Price & Mueller, 1986; Rusbult & Farrell, 1983; Mueller & Lawler 1996).

Scott, Bishop & Chen (2003) indicated that participatory initiatives in organizations have stimulated employee involvement, increased flexibility and autonomy, and causally increased employee satisfaction. These relationships are consistent with several other studies (Cohen, Ledford & Spreitzer, 1996; Cordery, Mueller & Smith, 1991; Harris, 1992; Manz & Sims, 1987; Versteeg, 1990).

Locke & Schweiger (1979) also determined these relations in term of employee participation indecision-making. Other relationships affecting employee satisfaction includes job participation (Griffeth, 1985), job enrichment (Wall, Corbett, Martin, Clegg & Jackson, 1990), and participative management (Fried, 1991; Fried & Ferris, 1987; Hackman & Oldham, 1980; Spector, 1997). A study performed by (Anne and Gronholdt, 2001) was focused on employee loyalty.

Ren (2001) discussed this relationship based on employee personality traits, or characteristics.

Cappelli & Sherer (1988) investigated employee satisfaction from an exogenous and economic view. In the 1930s by (Hoppock, 1935) among others, who observed that overall employee satisfaction was affected by economic conditions.

According to (Bluedorn, 1982) education levels were not significant to job satisfaction, but they did influence the decision to leave an organization by an employee.

Locke (1976) defined job satisfaction as an emotional state which results from the job related experiences of an employee.

Luthans (1989) expanded on Locke and described employee satisfaction, further (Spreitzer & Kizilos, 1997) believed that employee satisfaction was associated with psychological empowerment.

Employee engagement is a vast construct that touches almost all parts of human resource management facets. This issue is addressed by (Kompaso & Sridevi, 2010).

Currstine, Lonti & Joumard (2007) reviewed key institutional drivers that may contribute to improve public sector efficiency, and focused on one of them in more detail: performance information and its role and use in the budget process.

This paper (Tansel & Gazioglu, 2013) investigated the job satisfaction in relation to managerial attitudes towards employees and firm size using the linked employer-employee survey results in Britain.

Barnes, Smeaton & Taylor (2009) provide summary on Recruitment of old workers.

Negi & Chauhan (2012) analyses and suggests possible innovation strategies for improvement of technical education in India.

Natarajan (2000) defined nature of Quality and perception of Quality to assess the performance of the Institutions.

As per report (University Grants Commission, (2011) Higher education in India is passing through a phase of unprecedented expansion, marked by an explosion in the volume of students, a substantial expansion in the number of institutions and a quantum jump in the level of public funding.

Kaul (2006) provides a brief description of some of the salient features of India's education system, especially in the context of higher education.

Artess, Forbes & Ripmeester (2011) explores the development of employability skills in the UK and in an international setting.

FICCI Higher Education Summit (2012) focused their study on Higher Education in India.

Burke (2008) presented a case study for an upper-level undergraduate or master's level HR students to design a pay structure using a case scenario and integrated application exercises.

Agrawal (2013) attempted to provide a review on challenges, outcomes and present situation in vocational education and training (VET) programs in some Asian countries.

Maclean (2007) applied Luhmann's theory (Luhmann, 1984) of society to explain the relationships between higher education, industry and vocational education.

Brand (2008) provided ideas on how federal and state policies can support a greater role for CTE in high school reform by providing meaningful, relevant, and rigorous learning opportunities for all youth.

Hattangdi & Ghosh, (2007) concluded that promoted integration of ICT in higher education by imparting easily accessible, affordable and quality higher education leading to the economic up-liftment of India.

Harvey, (2000) addressed one aspect of the 'New Realities' of higher education: the employer-higher education interface. It explores the development of the employability agenda in higher education system.

United Nations Educational, Scientific and Cultural Organization, (2004) covered the on-going discussion on the implications of globalization for higher education. UNESCO, (1995) did a brief analysis of what considered the main trends in higher education and which can serve as a basis for the formulation of the Organization's policy.

III. MODEL GENERATION

The goal of this proposed work is to analysis of employee-employer relationship with respect to Technical Education especially for private sectors in Madhya Pradesh. The model demonstrates the inter-connected nature of the employee-employer relationship factors, Reasons for leaving previous job and Reasons for staying in current job is discussed which is presented in Part-II of this paper.

IV. DATA AND METHODOLOGY

4.1 Research Hypotheses

Following are the hypotheses set for the study-

H₀₁: Organizational Environmental factor do not lead to employee exit in the last job.

H_{a1}: Organizational Environmental factor led to employee exit in the last job.

H₀₂: Lack of Growth and Development factor did not lead to leaving the last job.

H_{a2}: Lack of Growth and Development factor led to leaving the last job.

H₀₃: Lack of Growth and Development factors do not lead to leaving the previous job.

H_{a3}: Lack of Growth and Development factors leads to leaving the previous job.

H₀₄: Organisational Environmental factors do not lead to

employee exit in previous job.

H_{a4}: Organisational Environmental factors leads to employee exit in previous job.

H₀₅: Lack of employee engagement do not lead to leaving the previous job.

H_{a5}: Lack of employee engagement do not lead to leaving the previous job.

4.2 Sample Design

4.2.1 Sampling Population

All the faculty members of the various Private Technical Institutions of Gwalior, Jabalpur, Indore and Bhopal regions constitute the sampling Population.

4.2.2 Sampling Technique: Non-probability convenient sampling technique was utilized to select the sample elements.

4.2.3 Sample Size: A total of 600 questionnaires were distributed, and 350 of them were returned. For the sample, only Assistant Professor (entry level) were taken as respondents.

4.3 Tools Used for Data Collection

The survey method utilized a self-designed questionnaire to collect data which intends to measure impact of employee- employer relationship on growth of Private Technical Institutions in Madhya Pradesh.

4.4 Measurement

Data was collected on a Likert type scale, where 1 stands for minimum agreement and 5 stands for maximum agreement.

4.5 Tools Used for Data Analysis

Item to total correlation was applied to check the internal consistency of the questionnaire. The measure was standardized through computation of reliability and validity.

Cronbach's α (alpha) is used as a (lower bound) estimate of the reliability of a psychometric test.

Factor analysis Test was applied to find out the underlying factors of Employee employer relationship.

Chi-Square (χ^2) test has been done as a part of factor analysis (PCA) taking into account that Chi-Square (χ^2) test is a distribution free test, which means that sample distribution does not affect the test (Bajpai, 2010).

V. RESULT AND DISCUSSION

In this section result are drawn from surveyed sample data and analysis is performed to identify factors which are responsible to affect employee-employer relationship in Technical education institutions of Madhya Pradesh.

This section divided into two subsections,

- Section 5.1: Discussed Reasons for Leaving Last Job
- Section 5.2: Depicts Factors Missing in Previous Job

The statistical analysis has been done as (Malhotra, Birks & Wills, 2012) and (Bajpai, 2010).

5.1 Reasons for Leaving Last Job

A questionnaire was administrated to sample size of 350. And the results were analysed using SPSS 19. Cronbach's Alpha test was conducted to judge the reliability and validity of the test.

Cronbach's Alpha value was found to be 0.879 (as

shown in Table 1) with F-Stat value of 6.279 (as shown in Table 3) with 0% significance (i.e. 100% confidence). This is an excellent statistical result signifying the reliability of sampling process.

5.1.1 Reliability Test

Table 1: Reliability Statistics (Last Job Analysis)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.879	.879	11

Table 2: Summary Item Statistics (Last Job Analysis)

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.208	2.994	3.461	.467	1.156	.030	11
Item Variances	1.327	1.189	1.446	.257	1.216	.008	11

Table 3: ANOVA (Last Job Analysis)

		Sum of Squares	df	Mean Square	F	Sig
Between People		1083.783	164	6.608		
Within People	Between Items	50.183	10	5.018	6.279	.000
	Residual	1310.726	1640	.799		
	Total	1360.909	1650	.825		
Total		2444.692	1814	1.348		

Grand Mean = 3.2077

5.1.2 Factor Analysis using Two Factors

Two Factor analysis was done using Principal Component Analysis (PCA) Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) test was used to judge sampling adequacy (cut-off value fixed at 0.50) as shown in Table 5.

Observed value of KMO was 0.820 (≥ 0.50) and Chi-Square value was 987.800 with significance of 0% (i.e. 100% confidence) as shown in Table 5.

Minimum value of r for PCA is being kept at 0.3 (as shown in Table 6) for extraction PCA factor of the value of co-factors was observed to be higher than the cut-off.

In this analysis the cut-off initial Eigen value was kept at 1. As per Table 7 this gave a Two factor rotation explaining a cumulative percentage variance of 62.921.

The same is also supported confirmed by the Scree plot shown in Fig. 1.

In this case rotation method used was varimax with Kaiser Normalization. This was done because some of r values in component matrix table (Table 9) were less than cut off value 0.3.

It's now supported with rotated component matrix (Table 10) in which at least one of the co-factor of the two factor has value r greater than 0.5. This is satisfactory result and is supported by component transformation matrix (Table 11) in which the value r is 0.728 and 0.685. Therefore, on account of above values obtained through two factor rotation, the two factors was chosen. As it has greater explanatory power.

Table 4: Correlation Matrix (Last Job Analysis-Two Factor)

Correlation Matrix												
		y1	y10	y11	y2	y3	y4	y5	y6	y7	y8	y9
Correlation	y1	1.000	.178	.115	.614	.097	.174	.356	.550	.498	.283	.165
	y10	.178	1.000	.779	.231	.421	.464	.260	.320	.322	.476	.542
	y11	.115	.779	1.000	.333	.465	.496	.338	.312	.352	.491	.540
	y2	.614	.231	.333	1.000	.223	.330	.531	.587	.576	.309	.144
	y3	.097	.421	.465	.223	1.000	.759	.377	.278	.185	.367	.462
	y4	.174	.464	.496	.330	.759	1.000	.392	.319	.319	.377	.442
	y5	.356	.260	.338	.531	.377	.392	1.000	.602	.613	.380	.270
	y6	.550	.320	.312	.587	.278	.319	.602	1.000	.713	.445	.335
	y7	.498	.322	.352	.576	.185	.319	.613	.713	1.000	.558	.295
	y8	.283	.476	.491	.309	.367	.377	.380	.445	.558	1.000	.519
	y9	.165	.542	.540	.144	.462	.442	.270	.335	.295	.519	1.000

Table 5: KMO and Bartlett's Test (Last Job Analysis- Two Factor)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	987.800
	Df	55
	Sig.	.000

Table 6: Communalities (Last Job Analysis-Two Factor)

	Initial	Extraction
y1	1.000	.607
y10	1.000	.649
y11	1.000	.689
y2	1.000	.670
y3	1.000	.591
y4	1.000	.598
y5	1.000	.569
y6	1.000	.733
y7	1.000	.731
y8	1.000	.512
y9	1.000	.572

Extraction Method: Principal Component Analysis.

Table 7: Total Variance Explained (Last Job Analysis-Two Factor)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.012	45.567	45.567	5.012	45.567	45.567
2	1.909	17.355	62.921	1.909	17.355	62.921
3	.961	8.737	71.659			
4	.697	6.335	77.994			
5	.619	5.632	83.625			
6	.465	4.229	87.855			
7	.366	3.325	91.180			
8	.324	2.950	94.129			
9	.281	2.551	96.680			
10	.193	1.755	98.435			
11	.172	1.565	100.000			

Table 8: Total Variance Explained by Sums of Squared Loadings
(Last Job Analysis-Two Factor)

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	3.554	32.311	32.311
2	3.367	30.610	62.921

Extraction Method: Principal Component Analysis.

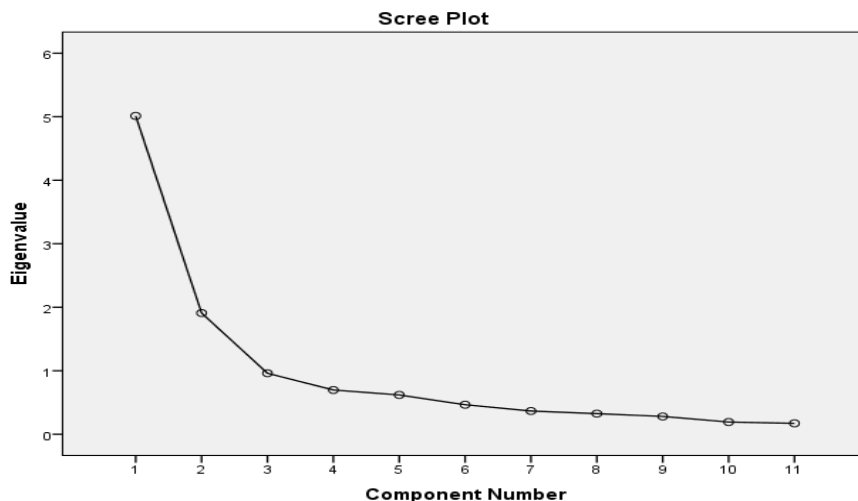


Fig. 1. Scree Plot (Last Job Analysis-Two Factor)

Table 9: Component Matrix (Last Job Analysis-Two Factor)

	Component	
	1	2
y1	.527	.574
y10	.677	-.437
y11	.711	-.429
y2	.654	.492
y3	.621	-.453
y4	.683	-.363
y5	.696	.290
y6	.743	.425
y7	.743	.424
y8	.709	-.094
y9	.634	-.413

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Table 10: Rotated Component Matrix (Last Job Analysis-Two Factor)

	Component	
	1	2
y1	-.010	.779
y10	.792	.146
y11	.812	.175
y2	.139	.807
y3	.763	.095
y4	.746	.204
y5	.308	.689
y6	.249	.819
y7	.250	.818
y8	.581	.418
y9	.744	.134

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.^a
a. Rotation converged in 3 iterations.

Table 11: Component Transformation Matrix (Last Job Analysis-Two Factor)

Component	1	2
1	.728	.685
2	-.685	.728

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

5.1.3 Analysis: Grouping of Co-factor into Factors

With this use of factor analysis the various co-factor can be grouped as:

Grouping of Co-Factors that were Responsible for Leaving Last Job

Group A: Organizational Environment (Factor)

- 1) Job security
- 2) Job satisfaction
- 3) Working environment
- 4) Cooperative peers

Group B: Growth and Development (Factor)

- 1) Feedback mechanism
- 2) Recognition
- 3) Motivation / Incentives
- 4) Remuneration at par with other Institutions
- 5) Scope for career growth
- 6) No scope for skill development

The above analysis therefore validates the alternative hypotheses

H_{a1}: Organisational Environmental factor led to employee Exit in the Last Job.

H_{a2}: Lack of Growth and Development factor led to Leaving the Last Job.

5.2 Factors Missing in Previous Job

A questionnaire was administered to sample size of 350. And the results were analysed using SPSS 19. Cronbach's Alpha test was conducted to judge the reliability and validity of the test.

Cronbach's Alpha value was found to be 0.862 (as shown in Table 12) with F-Stat value of 7.87 (as shown in Table 13) with 0% significance (i.e. 100% confidence). This is an excellent statistical result signifying the reliability of sampling process.

5.2.1 Reliability Test

Table 12: Reliability Statistics (Previous Job Analysis)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.861	11

Table 13: ANOVA (Previous Job Analysis)

		Sum of Squares	df	Mean Square	F	Sig.
Between People		1093.067	174	6.282		
Within People	Between Items	68.057	10	6.806	7.870	.000
	Residual	1504.670	1740	.865		
	Total	1572.727	1750	.899		
Total		2665.794	1924	1.386		

Grand Mean = 3.4229

5.2.2 Factor Analysis using Three Factors

Factor analysis was done using Principal Component Analysis (PCA) Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) test was used to judge sampling adequacy (cut-off value fixed at 0.50) as shown in Table 14.

Observed value of KMO was 0.812 (≥ 0.50) and Chi-Square value was 897.364 with significance of 0% (i.e. 100% confidence) as shown in Table 14.

Minimum value of r for PCA is being kept at 0.3 (as shown in Table 15) for extraction PCA factor of the value of co-factors was observed to be higher than the cut-off.

In this analysis the cut-off initial Eigen value was kept at 1. As per Table 16 this gave a three factor explaining a cumulative percentage variance of 67.254. The same is

also supported by the Scree plot shown in Fig. 2.

Therefore, Three factor loading rotation was subsequently performed on these as factors and the rotation method used was Oblimin with Kaiser Normalization (shown in Table 19 and Table 20).

The used of Three factor rotation is also support by the initial component matrix value (as Table 18) where not a single value of r is below than 0.3 in absolute term.

As per values of Pattern matrix (shown Table 19) and Structure Matrix (shown Table 20), none of the loaded values show r less than 0.3. This indicates affirmation of three factor loading or three component extraction.

As observed in Table 20 the three factors extraction can explain more than two-thirds of cumulative variance.

Table 14: KMO and Bartlett's Test (Previous Job Analysis- Three Factor)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	897.364
	df	55
	Sig.	.000

Table 15: Communalities (Previous Job Analysis- Three Factor)

	Initial	Extraction
y1	1.000	.696
y10	1.000	.611
y11	1.000	.603
y2	1.000	.730
y3	1.000	.779
y4	1.000	.828
y5	1.000	.627
y6	1.000	.625
y7	1.000	.683
y8	1.000	.628
y9	1.000	.587

Extraction Method: Principal Component Analysis.

Table 16: Total Variance Explained (Previous Job Analysis- Three Factor)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.832	43.928	43.928	4.832	43.928	43.928
2	1.399	12.717	56.644	1.399	12.717	56.644
3	1.167	10.609	67.254	1.167	10.609	67.254
4	.877	7.970	75.224			
5	.621	5.646	80.869			
6	.517	4.700	85.569			
7	.458	4.164	89.734			
8	.429	3.905	93.638			
9	.282	2.563	96.201			
10	.263	2.388	98.589			
11	.155	1.411	100.000			

Table 17: Total Variance Explained by Sums of Squared Loadings
(Previous Job Analysis- Three Factor)

Component	Rotation Sums of Squared Loadings
	Total
1	4.319
2	3.161
3	1.388

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

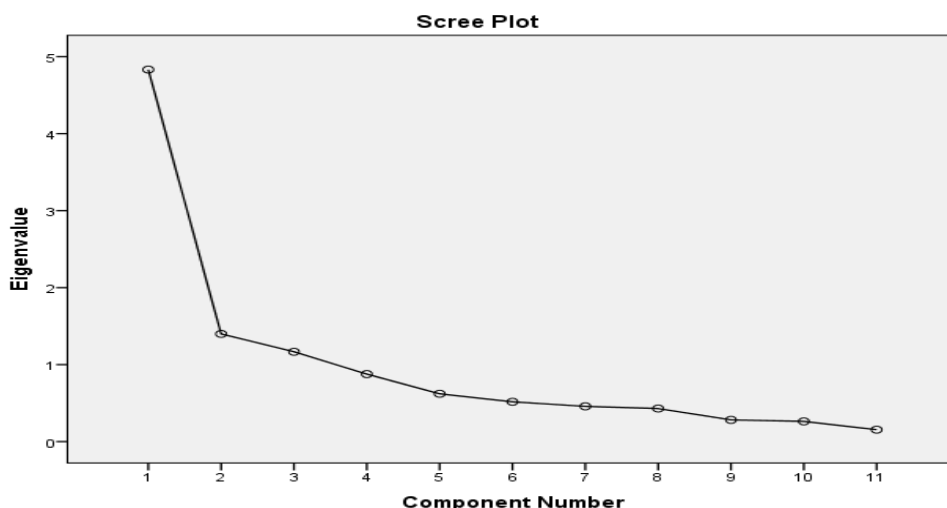


Fig. 2. Scree Plot (Previous Job Analysis- Three Factor)

Table 18: Component Matrix (Previous Job Analysis- Three Factor)

	Component		
	1	2	3
y10	.772		
y11	.770		
y7	.758	-.322	
y6	.735		
y9	.693		
y8	.691	-.367	
y2	.683	.477	
y1	.654	.472	
y3	.627	.604	
y4		.421	.786
y5	.501		.594

Extraction Method: Principal Component Analysis⁷⁵

a. 3 components extracted.

Table 19: Pattern Matrix (Previous Job Analysis- Three Factor)

	Component		
	1	2	3
y7	.828		
y8	.807		
y6	.748		
y9	.715		
y10	.661		
y11	.654		
y3		.883	
y2		.800	
y1		.792	
y4			.893
y5	.516		.584

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.^a
a. Rotation converged in 6 iterations.

Table 20: Structure Matrix (Previous Job Analysis- Three Factor)

	Component		
	1	2	3
y7	.824	.317	
y8	.777		
y6	.773	.332	
y10	.754	.499	
y11	.749	.484	
y9	.735	.385	
y3	.342	.879	
y2	.443	.848	
y1	.418	.830	
y4			.887
y5	.529		.636

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization

Table 21: Component Correlation Matrix (Previous Job Analysis- Three Factor)

Component	1	2	3
1	1.000	.410	.133
2	.410	1.000	.100
3	.133	.100	1.000

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

5.2.3 Factor Analysis using Two Factors

The results of Two factors extraction done through SPSS 19 are mentioned here with in Tables 22,23,24,25,26,27,28,29 and Fig. 3 (Scree Plot).

The Two factor satisfy the KMO and Bartlett's Test of Sphericity having value of 0.812 (≥ 0.50).

The value of r obtained through PCA for survey questions of co-operative Peers and Feedback Mechanism is less than 0.3 (cut-off value of $r \geq 0.3$).

The total variance explains by two-factors loading is 56.65% which is less than the same obtained through three component extraction.

Therefore, on account of above values obtained through two factor rotation, the three factors were chosen. As it has greater explanatory power.

5.2.4 Analysis: Grouping of Co-factor into Factors

With this use of factor analysis the various co-factor can

be grouped as:

Growth and Development -Factor

- 1) Scope for skill development -Co-factor
- 2) Scope for career growth -Co-factor
- 3) Recognition -Co-factor
- 4) Feedback mechanism -Co-factor

Employ Exit -Factor

- 1) Remuneration as per with other Institutions -Co-factor
- 2) Working environment -Co-factor
- 3) Job Security -Co-factor
- 4) Job satisfaction -Co-factor

Employ Engagement -Factor

- 1) Approachable supervisors -Co-factor
- 2) Motivation/Incentives -Co-factor
- 3) Co-operative peers -Co-factor

4) Remuneration at par with other Institutions -Co-factor

The above analysis therefore validates the alternative hypotheses

H_{a3}: Lack of Growth and Development factors leads to

leaving the previous job.

H_{a4}: Organisational Environmental factors leads to employee exit in previous job.

H_{a5}: Lack of employee engagement do not lead to leaving the previous job.

Table 22: KMO and Bartlett's Test (Previous Job Analysis- Two Factor)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	897.364
	Df	55
	Sig.	.000

Table 23: Communalities (Previous Job Analysis- Two Factor)

	Initial	Extraction
y1	1.000	.651
y10	1.000	.608
y11	1.000	.603
y2	1.000	.694
y3	1.000	.758
y4	1.000	.210
y5	1.000	.274
y6	1.000	.598
y7	1.000	.678
y8	1.000	.612
y9	1.000	.545

Extraction Method: Principal Component Analysis.

Table 24: Total Variance Explained (Previous Job Analysis- Two Factor)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.832	43.928	43.928	4.832	43.928	43.928
2	1.399	12.717	56.644	1.399	12.717	56.644
3	1.167	10.609	67.254			
4	.877	7.970	75.224			
5	.621	5.646	80.869			
6	.517	4.700	85.569			
7	.458	4.164	89.734			
8	.429	3.905	93.638			
9	.282	2.563	96.201			
10	.263	2.388	98.589			
11	.155	1.411	100.000			

Table 25: Total Variance Explained by Sums of Squared Loadings
(Previous Job Analysis Two Factor)

Component	Rotation Sums of Squared Loadings
	Total
1	4.457
2	2.790

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

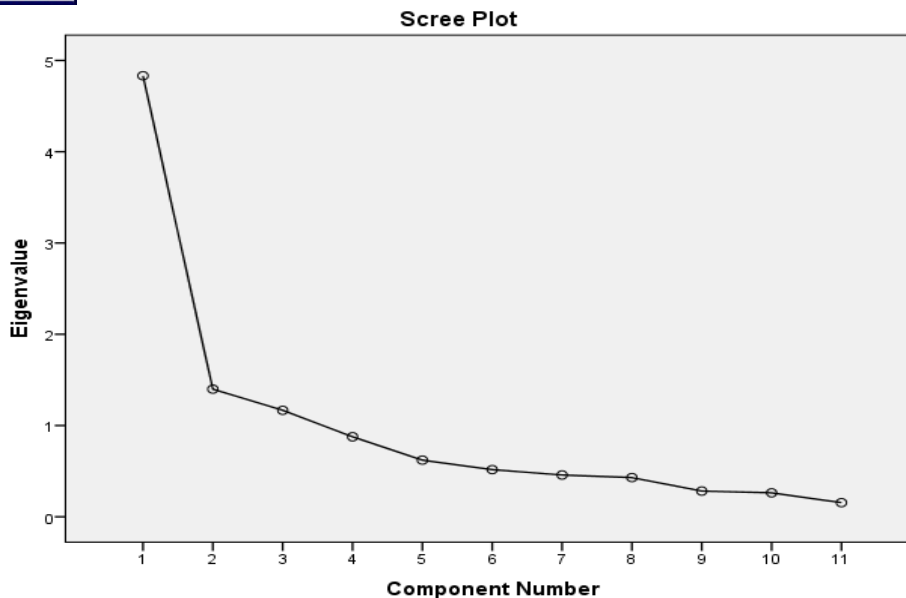


Fig. 3. Scree Plot (Previous Job Analysis- Two Factor)

Table 26: Component Matrix (Previous Job Analysis- Two Factor)

	Component	
	1	2
y10	.772	
y11	.770	
y7	.758	-.322
y6	.735	
y9	.693	
y8	.691	-.367
y2	.683	.477
y1	.654	.472
y3	.627	.604
y5	.501	
y4		.421

Extraction Method: Principal Component Analysis.^a

a. 2 components extracted.

Table 28: Structure Matrix (Previous Job Analysis- Two Factor)

	Component	
	1	2
y7	.822	
y6	.773	
y8	.773	
y10	.765	.408
y11	.760	.413
y9	.738	
y5	.523	
y3	.392	.865
y2	.487	.802
y1	.461	.781
y4		.439

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Table 27: Pattern Matrix (Previous Job Analysis- Two Factor)

	Component	
	1	2
y7	.841	
y8	.817	
y6	.768	
y9	.743	
y10	.709	
y11	.701	
y5	.515	
y3		.828
y2		.720
y1		.705
y4		.487

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 4 iterations.

Table 29: Component Correlation Matrix (Previous Job Analysis- Two Factor)

Component	1	2
1	1.000	.346
2	.346	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

VI. FINDINGS AND CONCLUSION

6.1 The Hypotheses Validation Findings

The analyses validates the following hypotheses

H_{a1}: Organisational Environmental factor led to employee Exit in the Last Job.

H_{a2}: Lack of Growth and Development factor led to Leaving the Last Job.

H_{a3}: Lack of Growth and Development factors leads to leaving the previous job.

H_{a4}: Organisational Environmental factors leads to employee exit in previous job.

H_{a5}: Lack of employee engagement do not lead to leaving the previous job.

6.2 Other Findings

1. A comparison of “Reasons for Leaving Last Job” and “Factors missing in Last Job” brings out two Co- Factors which are absent as “Reasons for Leaving Last Job” They are:

1. Issue of remuneration – lack of remuneration at par with other institutes.
2. Lack of approachable supervision.

The absence of above two co factors runs counterfactual to existing arguments about employee exit concept:

1. People change bosses.
2. Higher remuneration leads to employee exit.

It seems that issue of remuneration and supervision remains but as a job changing reasons cease to matter quite likely because:

1. The growth in private technical institutes has ensured that remuneration have flattened out and thus cease to be a co-factor.
2. Leadership grooming hasn't yet happened in these institutes because their recent origins (2000 onwards).

2. Comparison between Factors responsible for Leaving Previous Job and Factors missing in Current Job:

The titled object of study is necessary because people change jobs to put it colloquially to improve their position, both financially and in workplace post 1991, there has been a key change in nature of jobs at workplace environment, which has been the subject of extant studies. An important purpose of this study has been to study workplace environment in private technical education institute in the state of Madhya Pradesh.

A comparison of the Co-Factors of the mentioned two sections reveals that the reason for leaving previous job (2 years ago) persists in the current job (2 years and till the time of sampling).

The only Co-Factor which does find, mention in current job missing reasons is “Present/Absence of co-operative seen”.

Thus an employee finds no change in the two sets of working environment with a gap of at least two years. Such pernicious absence of driving forces can be deleterious to individual institutions, academic environment and employee development. Absence of Co-factor cooperative peers does not seem to be a major balancing counterweight because if its low weight in rotated component basis (3rd values of 0.893 and 0.887 in pattern matrix and structure matrix in relevance section).

From human resources management (Schuler, & Jackson, 2007) (Werner, & DeSimone, 2009) perspective this does not augur well. Import must be taken of the fact that during the period of sampling and thereafter (2014 and 2015) there has been a drastic reduction in intake in technical institutions in Madhya Pradesh (about 10%- to 15%) (Chhaphia, 2016).

3. Comparison of Factors Responsible for Attrition Rate with Factors missing in Last Job and Current Job:

Attrition rate management in a service sector firm has been a cause of concern. Also it signifies availability of job opportunities for people.

Common Co-factors observed missing in Last Job and Current Job vis-a-vis Attrition Rate are:

1. Lack of skill development
2. Lack of career growth/promotions
3. Lack of recognition

It is observed that among the common reasons (co-factors) observed; the reason which are observed to have a higher weightage (loading in Structure Matrix Table). Factors missing in previous job remain *persistent and are residual reasons for higher attrition rate in spite of the passage of two years waiting period in current job taken in sample study.*

It could therefore be concluded that only a concentrated effort by all private engineering colleges can result in reduction of attrition rate. Individual college level effort can only work up to a certain point and no more.

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