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**A study on wastage of manpower in educational institutions of Darrang District, Assam, India**

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**ABSTRACT**

*This study is conducted on 150 employees from educational institutions (30 educational institutions (Primary Schools, Private Schools, High Schools, Higher Secondary schools and Government and non Government colleges) taking at least 5 individuals from each institutions). The relationship among job satisfaction, length of service (LS) and turnover intention are investigated to determine statistically significant relations. To study wastage of manpower we have taken length of service and percentage of leaving a job of the employee as main factor. The results of this study reveal various affecting factor of wastage of manpower as well as Job Satisfaction.*

**Key words:** Wastage of manpower, length of service, Job satisfaction, Turnover intention.

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**INTRODUCTION**

The wastage of manpower in various organizations has been considered as a major problem for the organizations particularly in Assam. Due to increasing trend in population and unemployment and lesser interest towards skill development courses of the people of this locality, educated and semi-skilled persons were remained engaged in different fields and changing their jobs frequently. In the present work mainly educational institutions have been taken as the source for monitoring wastage of manpower. District Darrang has been selected in this study using random number table. Information regarding the various affecting factors of wastage of manpower such as length of service, promotion, recruitment, training, working hour, reason of resigning the job, chance of leaving the job have been studied from the selected samples.

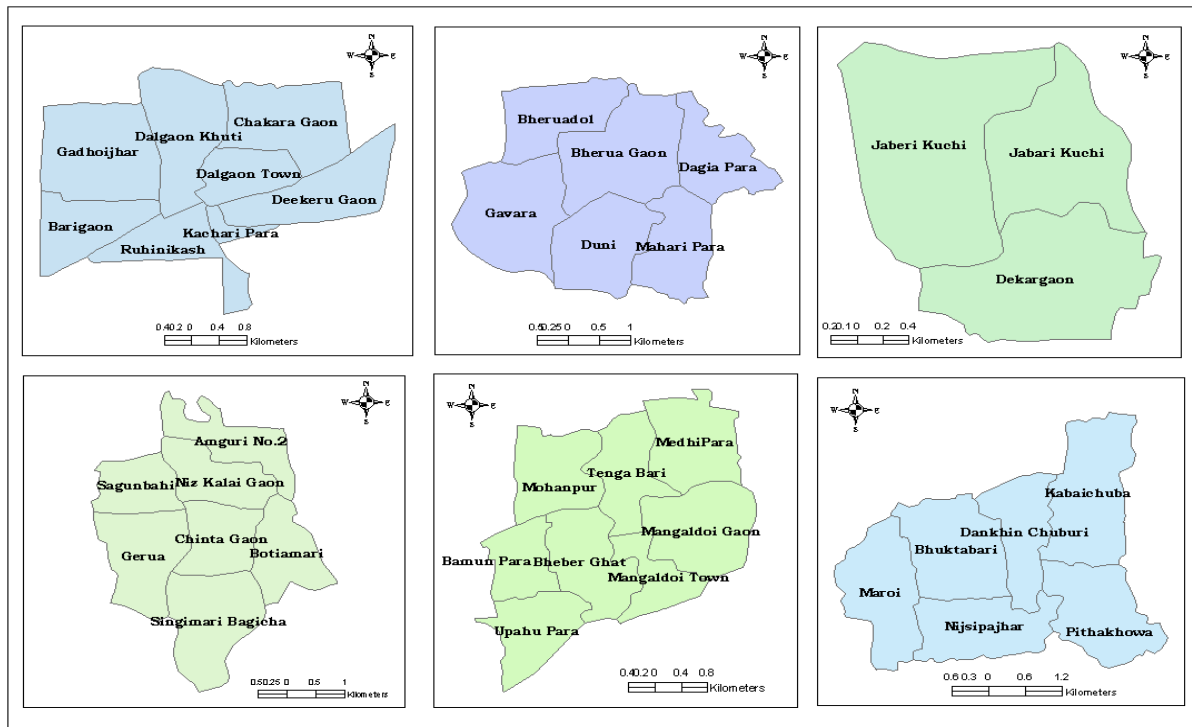
The purpose of this study is to gain a better understanding of the relationships between length of service, percentage of leaving a job and various affecting factors of wastage of manpower. Job satisfactions also have been studied using these factors. Literature review reported that job satisfaction have been studied by various authors to study the relationship between job satisfaction, organizational commitment and turnover intention. In this paper, job satisfactions as well as wastage of manpower have been studied using length of service and percentage of leaving a job of an employee. It is stated that job satisfaction is an attitude that individuals have about their jobs. It results from their perception of their jobs (Ivancevich and Matteson, 1990). Besides, the content of this definition involves a strong emphasis on feeling which is also called "affect". This emotional or evaluative component refers to an individual's positive, neutral or negative feelings of what might be called the attitude object, or the focus of attitude (Greenberg and Baron, 2000). Some of these definitions cognate with people's affective response to current job are unidimensional: people are generally satisfied or dissatisfied with their job (Ward and Sloane, 1999).

Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 1992). Promotion possibilities involve the availability of advancement opportunities. The most well-known study on the subject was done by Feldmann and Arnold, 1985. According to Lawler work, experiences have profound effects on the individual employee (Cano and Miller, 2005). Age is one of the individual factors affecting job satisfaction. It is concluded that elder workers are more satisfied (Kaya, 1995). Gender is one of the individual factors affecting job satisfaction. The largest economic study about this subject was performed in 1997 by Clark, using the data obtained from 1991 British Household Panel Survey (BHPS). It was observed that graduates of career oriented disciplines were more satisfied with their jobs than other graduates. The highest levels of job satisfaction were reported by the individuals in agriculture and education with 64% in each category being very satisfied with their jobs (Andres and Grayson, 2002).

**MATERIALS AND METHODS**

An extensive field study have been conducted from rural to urban areas of **Darrang** district of Assam with a direct field encounter with the employees with a prepared schedule. Samples have been mainly selected focusing on educational institutions only. Data were collected through structured schedule relating to personal information and factors that influence the wastage of manpower in different places of the selected districts, taking at least four employees from each organization. Organizations located in selected districts were identified through stratified random sampling. The planned schedule was issued to a total of 150 employees in educational institutions including primary schools, high schools, higher secondary schools and colleges and information regarding various affecting factors of wastage of manpower was obtained. Software SPSS 16.0 has been used for the analysis. After collection of the primary data simple descriptive statistical analysis, correlation, regression, t-test and F-test have been carried out to study various affecting factors of **job satisfaction** and **wastage of manpower** in the study.

**Survey Area of Darrang District**



**RESULTS AND DISCUSSION**

Information regarding the various affecting factors of wastage of manpower as well as job satisfaction namely length of service, training, promotion, reason of resigning the previous job, chance of leaving the current job etc. have been

studied. To study wastage of manpower of employee and organization we have taken **length of service, percentage of leaving the current job** and **reason of resigning the previous job** of the employee as the main aspect. Employee's job satisfaction, relationship between employee's socio-economic character and other affecting factors of job satisfaction for selected organizations have been studied.

The descriptive statistics of 150 samples from educational institutions (M = 112 & F = 38) of **Darrang district**, it was found that 8% of the sample is between the ages of 20-30, 33.30% of the sample is between the ages of 30-40, 38% of the sample is between 40-50 years and 20.7% is between 50-60 years of age. Regarding educational qualification 0.7% have qualification below HSLC, 11% having HS, 54.7% are graduates, 18.7% have a Master's Degree and 2.7% have a Doctorate Degree. According to their designation 0.67% (office peon), 0.67% (Library Assistant), 0.67% (Librarian), 79.33% (Teacher) and 18.67% (Lecturer). Out of the total samples 50% works without salary, 6.67% have private salary and 43.33% are in permanent job. 59.33% have no previous experience and 40.67% have experience and they left their previous job due to salary, local area, transfer etc which indicates wastage. 48.67% have taken IGNOU and SSA training. Only 5.33% have promoted to higher level and it is automatic promotion. From this study we have seen that although 50% people have working without salary but their percentage of leaving is not so high because they do not want to leave their local area. A total of 61 employees have (0-20%), 26 employees (20-40%), 24 employees (40-60%), 11 employees (60-80%) and 28 employees (80-100%) chance of leaving their job.

From the correlation study we have seen that there is a strong positive correlation between length of service and age. Higher the age results the long service time of the employee ( $r = 0.63$  at 0.01 level). And there is a negative correlation between length of service and percentage of leaving a job ( $r = -0.465$  at 0.01 level). The percentage of leaving is high in short service time of the employee. Significant results also have been found for LS and qualification ( $r = -0.25$  at 0.01 level), LS and designation ( $r = -0.205$ , at 0.05 level), LS and previous experience, ( $r = -0.275$  at 0.01 level) and LS and promotion pattern of the employee ( $r = -0.211$ , at 0.01 level). Other factors like sex, training and reason of resigning the previous job are independent of Length of service. On the other hand negative correlation have been seen between percentage of leaving of the employee and age ( $r = -0.446$  at 0.01) and percentage of leaving and salary pattern ( $r = -0.568$  at 0.01).

Table 1

Predictors	F-Value	Beta	t	P
Age	98.025	0.631	9.901	.000

**Dependent Variable: Length of Service in the current organization**

Table 2

Predictors	F-Value	Beta	t	P
Length of service	35.853	-0.442	13.547	.000
Age	28.587	-0.402	9.916	.000

**Dependent Variable: Percentage of Leaving in the current Job**

Regression analysis of the data (Table 1 and Table 2) showed a significant and positive relationship between age and length of service in the current organization ( $\beta = 0.631$ ,  $t = 9.901$  and  $p = 0.000 < 0.05$ ) and also there is a significant and negative relationship between length of service and percentage of leaving in the current job ( $\beta = -0.442$ ,  $t = 13.547$  and  $p = 0.000 < 0.05$ ). Significant and negative relationship is also seen between age and percentage of leaving in the current job ( $\beta = -0.402$ ,  $t = 9.916$  and  $p = 0.000 < 0.05$ ). From the T-test it is clear that significant result is found for Age-Length of service ( $t = 44.967$  and  $P = 0.000 < 0.05$ ), Sex- Length of service ( $t = 10.684$  and  $P = 0.000 < 0.05$ ), Age-Percentage of leaving the current job ( $t = 13.439$  and  $P = 0.000 < 0.05$ ), Sex- Percentage of leaving the current job ( $t = 9.500$  and  $P = 0.000 < 0.05$ ). From F-test significant result is seen for length of service by age ( $F = 32.797$  and  $P = 0.000 < 0.05$ ), Percentage of leaving by length of service ( $F = 13.035$  and  $P = 0.000 < 0.05$ ) and percentage of leaving by age ( $F = 1.932$  and  $P = 0.005 < 0.05$ ).

## CONCLUSION

Percentage of leaving a job was found highly correlated with salary pattern and length of service in both district. Some cases also arises that job satisfaction was found independent of sex. From the study it is clear that job satisfaction can be evaluated from percentage of leaving a current job, length of service and reason of resigning the

previous job of an employee. Age of the employee, salary pattern, promotion, qualification and experience are major affecting factors of employee's job satisfactions as well as wastage.

The study reveals that (i) Peoples were more prone to government job rather than private job, (ii) Lack of job oriented course in the curriculum as well as knowledge; peoples of general curriculum become saturated with respect to available jobs. (iii) Lack of interest and higher expectation and phobia among the samples they remained engage in non-government and non-private institutions without salaries for a long time, (iv) Due to non availability of information and facilities, communication problem, language etc. there was less number of skilled person in Darrang.

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