

PROPENSITY TO TURN OVER AMONG FEMALE EMPLOYEES – A STUDY ON KERALA STATE ROAD TRANSPORT CORPORATION

Lekshmy SN,

Research Scholar in Commerce,
University of Kerala,
Thiruvananthapuram, India

Dr. P S Deva Kumar,

Assistant Professor of Commerce
Govt. College for Women
Thiruvananthapuram, India

ABSTRACT

The women conductors' potentiality to turnover is one of the major issues to be addressed, especially in the case of loss making public utility service like Kerala State Road Transport Corporation. Even when it is finding it difficult to make both ends meet, employee turnover adds to different kinds of burdens to the Corporation. In the current scenario, the propensity to turnover has usually seen among the female conductors in the Corporation. This study tries to isolate the level of job satisfaction, organizational commitment and the propensity to turnover among female conductors in the Kerala State Road Transport Corporation. An investigation based on the satisfaction level of female conductor's and their commitment towards the corporation gives a clear picture to find out the solution for propensity to turn over. So the present paper analyses the effect of organizational commitment and job satisfaction among female conductors in KSRTC. The sample for the study was consisted of 85 women conductors selected at random from the list of women conductors in Thiruvananthapuram, Ernakulum and Kozhikode depots of KSRTC. The statistical tools used for the analysis was a logistic regression model, whose result was then converted into a probability. The result of the analysis indicates that age, level of education, job satisfaction, continuance commitment and length of service have a significant effect on female conductor's proneness to turnover in KSRTC.

Keywords: organizational commitment, Job Satisfaction, Proneness to Turnover, KSRTC.

INTRODUCTION:

The world is changing, the economy is advancing day by day. Irrespective of gender both men and women have become part of economic development. It promises a blistering pace of growth in the productivity of each and every sector. Women's empowerment has become a significant topic of discussion on development economics. Women's empowerment shows the ability of women to contribute to the economic development and enjoy the rights to control and benefit from all resources. The role of women is the key to the overall development and growth of any country. It is the time to look around their comforts, their satisfaction, feelings, emotions and commitments because the negative result of all these factors leads to employee turnover and it will adversely affect the performance of the organization. Their Commitment and satisfaction are very much important for overall development of an entity. The practice of leaving a job can be observed regularly in all the organization due to several reasons. There is considerable evidence that money is often not the main reason behind employee turnover, even though it is one among the several factors for employee turnover. Keeping employees satisfied and ensuring their commitment is one of the key ingredients for the growth of an organization. The present study focuses on the effect of organizational commitment and job satisfaction on turnover of female conductors in KSRTC.

KSRTC is a passenger transport corporation, providing bus services in Kerala and to neighbouring states Tamilnadu and Bengaluru. It was established by the Government of Kerala in 1965. It is high time that the Corporation as a whole has remittance supporting it in a big way. The earlier dependence on financial supporting from the central and state government has reduced. Even though the remarkable performance of the employees would have resurrected the Corporation to a great extent. Therefore, ensuring the smooth functioning of the Corporation, the investigation about the organizational attitude of the employees is needed. In the 21st century the role of women seems to have in various working fields. The role of the women as a conductor in transport vehicle is one among them. Even though KSRTC was started with male dominance, the decision to open the gateway to women force has become a history in 1990. In KSRTC, female employees show their presence in both administrative and operational workspaces. If we have a closer look at the gender balance in KSRTC, it shows that it is still male dominated. It is a fact that working women have to face certain challenges and problems by virtue of being a woman. The present study focuses on the effect of Affective, Normative and Continuance commitment and Job satisfaction on turnover among the female conductors working in Kerala State Road Transport Corporation.

LITERATURE REVIEW:

Job Satisfaction:

Job satisfaction is defined as 'the extent to which peoples like or dislike their jobs' (Spector 1997). Organizational research shows that employees who experience job satisfaction are more likely to be productive and stay on the job (McNeese-Smith1997). (Irvine & Evans 1995) stated that there was a strong negative relationship between job satisfaction and behavioral intentions and a small negative relationship between job satisfaction and turnover. According to (Singh and Patiraj 1988) Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Positive attitudes towards the job are conceptually equivalent to job satisfaction. At various times it has been linked to production, motivation, absenteeism, tardiness, accidents, mental health, physical health, general life satisfaction and job involvement. Job satisfaction is the function of the person's environment interaction. Job satisfaction covers both the satisfaction derived from being engaged in a piece of work, or in any pursuit of a higher order. It is essentially related to human needs and their fulfillment through work.

Organizational Commitment:

Organizational Commitment has been defined in a variety of ways in the organizational studies. Organizational commitment can be defined as affiliation of employees to the organization and involvement in it. In general, there are three dimensions of commitment which are continuance commitment, affective commitment and normative commitment (Allen and Meyer, 1991).According to them commitment can be seen as an affective point of reference towards the organization i.e. individual's emotional attachment to the organization (affective commitment), acknowledgement of the consequences of leaving the organization i.e. the perceived costs associated with leaving the organization (continuance commitment), and an ethical responsibility to stay with the organizations (normative commitment). All these types are independent in nature and are shown by individuals at different levels in an organization (Meyer & Allen, 1997). Commitment is concerned with the

level of attachment and loyalty to an organization among its employees. (Luthans, 2002) commitment is an attitude on the part of employees towards the organization where he is working. It is often defined as a strong desire to remain in a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in, and acceptance of the values and goals of the organization. Buchanan's (1974) defined "Commitment is viewed as a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth".

Employee Turnover:

The extensive nature of turnover studies shows the significance and complexity of the subject. According to (Abdullah et al., 2012) the phenomenon employee turnover attracts the researchers due to its psychological, economic dimension and its organizational significance. Thus, it is essential to understand the several factors inherent in countering staff's proneness to turnover. One theory indicates that employees' decision to resign is influenced by two factors: their 'perceived ease of movement', which refers to the assessment of perceived alternatives or opportunity and 'perceived desirability of movement', which is influenced for instance by job satisfaction. Simultaneously the organization should also be aware of whether or not the decision to leave could have been prevented by their own initiatives. It would be pragmatic to manage this turnover as unavoidable rather than spend on conceived preventive measures. The losses of staff, thus can also be viewed as 'necessary casualties' (Morrell et al., 2004). Intention to withdraw or quit an organization simply refers to an employee's perceived probability of staying or leaving an employing organization. Each time an employee leaves, we believe that productivity drops acknowledging the fact that there is a learning curve involved in understanding the job and the principles of the organization. Additionally, research proves that, after losing key employees, organizations experienced damage to a main customer relationship, had lost best practice information and lost significant income (Warren, 1999).

Studies related to Organisational Commitment and Turnover Intention:

Vinayak Anil Bhatt (2012) in his study Impact of Organizational Commitment on proneness to Turnover in BPO Sector focussed on two dimensions of organizational commitment, namely affective commitment and continuance commitment and its impact on turnover of employees. A simple random sampling technique was used for the study. A sample of 204 employees was selected from the region of Bangalore. The statistical tools used for the study were correlation, regression and ANOVA. The results of the study found that there was a significant relationship between affective commitment and turnover intention, i.e as affective commitment increases turnover intentions of employee's decreases. It also found that there was no significant relationship between continuance commitment and turnover proneness. The result of the study also revealed that age has a significant impact on affective commitment but not on continuance commitment. Education has a significant impact on both Affective commitment and Continuance commitment. So the study concluded that continuance commitment did not influence the belief or perception towards turnover proneness, whereas affective commitment has an influence on turnover intentions. It suggested that reducing turnovers by increasing commitment and improve upon HR Practices to help maintain satisfaction in employees. Therefore the HR team would have to engage the employees to a great extent and create a sense of belongings among them. According to (Kumudha and Bamini) Improving Performance Appraisal practices to enhance organisational commitment should be an important objective for those responsible for reducing turnover intention.

Relationship with Job Satisfaction, Organizational Commitment and Turnover Intention:

There were only a few studies in the past have to show the association among job satisfaction, organizational commitment and turnover intention. Several studies have reported that job satisfaction (Currivan and Griffeth) and organizational commitment (Mowday, et al and Mathieu) are negatively related to turnover proneness. According to Tett and Meyer, organizational commitment and job satisfaction are different, and each contributed uniquely to turnover proneness. Job satisfaction correlated more strongly with turnover intention, whereas organizational commitment had the strongest correlation with actual turnover.

Steers and Mowday (1981) also point out that when a person desires to leave the organization he/she is currently employed but does not have alternative job opportunities, the employee may create several problems for the organization. This seems to be of particular relevance to Indian organizations. For, Indian organizations operate in a labour market characterized by surplus labour for most jobs, because of which, if for any reason an employee desires to quit he would not do so, normally. Since, (a) intent to quit has been found to be the most

immediate precursor of turnover; and (b) turnover itself has been identified to be related to OC and job satisfaction, it may be reasonable to expect that OC and satisfaction should be related to intent to quit negatively and as causes.

Kanwar, Singh and Kodwani (2012) in their study examined the impact on industry background and gender on job satisfaction, organizational commitment and turnover intent. A sample of 313 respondents, including 218 male and 95 female respondents were selected through convenience sampling from different IT and ITES organizations of National Capital Region (NCR), Delhi. For measuring job satisfaction, Job Satisfaction Scale developed by Brayfield and Rothe (1951) was used. The Organizational Commitment Inventory by Porter et al. (1974) and Turnover Intent Inventory by Thacher Stepina and Boyle (2002-2003) were used. The results showed that the IT group had lower job satisfaction and organizational commitment compared to the ITES group, while it displayed higher turnover intent. The male group showed significantly higher job satisfaction and significantly lower turnover intent compared to the female group. Further, job satisfaction increased organizational commitment. Finally, both job satisfaction and organizational commitment decreased turnover intent.

Studies Related to Female Conductors in Transport Undertaking:

The transport sector is traditionally a male dominated sector. During the past two to three decades, women have gradually entered to this sector as bus conductors and working in road transport sector in different parts of the country. Amaravathi and Raja Shankar Anand (2015) in their study “Determination of Key Factors Contributing to Job Satisfaction: A Study with Special Reference to Bus Conductors of the Metropolitan Transport Corporation (Chennai) Ltd” analyze the contributing factors and demographic profile of the individuals which determines job satisfaction. The result of the study found that work load, age, their feeling of security and the level of income was a significant effect on the job satisfaction of the conductors. The study recommended that due importance should be given to creating job security and an overall feeling of security among the employees. It concluded that de- stressing techniques, proper recognition and incentives would help the bus conductor be better satisfied with their job. Similarly Bhargavi Bala (2015) in her article “problem and challenges of women bus conductors in Andhrapradesh State Road Transport Corporation (APSRTC)” focused on social condition, problems, challenges and job satisfaction of women bus conductors in APSRTC. She found that shift work, nature of work, handling commuters in the bus was the major problems faced by the women conductors. The study found that over work, occupational stress, lack of adequate leave, low salary, shift hours and health hazard were the reason for job dissatisfaction. The author concluded that the Government should take essential steps to implement the welfare legislation for working women and improve the facilities completely.

The work-life balance (WLB) is a challenging task on the part of female employees. Women should be in a position to make a balance between work and life. Rajeswari Mahalakshmi (2014) in her study “Green Work-Life balance policy for women doing male dominated jobs” has made an attempt to examine the work-life balance among women conductors working in APSRTC, Krishna region. The study observed the factors which influenced at work place and family with respect to work-life balance. It focused on the following- variables, viz the role and responsibility at work place, odd working hours, managing family life, amenities at work place, support from management and support from family to make the balance between work and life. It concluded that the women conductors did not have basic amenities at work place. They were frustrated with the attitude of management as the management used to neglect their problems. Finally the study concluded that the management should understand the problem of women conductors and must formulate tailor made policies for them to enable them to work effectively and efficiently.

METHODOLOGY:

The sample for the study was consisted of 85 women conductors selected at randomly from the list of women conductors in Thiruvananthapuram, Ernakulam and Kozhikode depots of KSRTC. The data collected comprised of their profile and their level of Job satisfaction, Affective commitment, Continuance commitment and Normative commitment using a pre- tested structured questionnaire.

Inorder to find out the determinants of employee turnover among women conductors of KSRTC logistic regression was conducted. The propensity to employee turnover among women conductors was taken as a dichotomous dependent variable. Age, education and length of service of the sample were taken as independent dummy variables and their level of job satisfaction, affective commitment, continuance commitment and normative commitment are taken as continuous independent variables. Conditional backward selection method was used to find out the most significant predictors of employee turnover among women conductors. The propensity of turnover was computed from the result of logistic regression.

Table 1: Distribution of Sample by the Characteristics and Propensity to Employee Turnover

Characteristics		Total		Propensity to turnover			
				Yes		No	
		n	Column N %	n	Row N %	n	Row N %
Age	Up to 30 Years	13	15.29	11	84.62	2	15.38
	30 to 40 Years	57	67.06	43	75.44	14	24.56
	40 to 50 Years	12	14.12	8	66.67	4	33.33
	Above 50 Years	3	3.53	0	0.00	3	100.00
Education	SSLC	5	5.88	0	0.00	5	100.00
	Higher Secondary	12	14.12	7	58.33	5	41.67
	Graduation	39	45.88	31	79.49	8	20.51
	Post-Graduation	23	27.06	19	82.61	4	17.39
	Technical	6	7.06	5	83.33	1	16.67
Length of service	Less than 5 years	55	64.71	46	83.64	9	16.36
	5 years and above	30	35.29	16	53.33	14	46.67
Total sample		85	100.00	62	72.94	23	27.06

Source: Primary data

Table 1 shows the profile of the respondents. From the table it is revealed that 67.06 percent of the respondents are under the age group of 30-40 years. The Age group of up to 30 years of the respondents has stood at 15.9 percent. Nearly 14.12 percent of the respondents are within the age group of 40-50 years. Only 3.53 percent of the respondents are above 50 years. As regards the educational qualification of the respondents, 45.88 percent are graduates and 27.06 percent are post graduates. Nearly 14.12 percent of them have qualified higher secondary. Nearly 7.06 percent of the respondents are technically qualified. Only 5.88 of the respondents have passed SSLC. With regard to the length of service, 64.71 percent of the respondents have less than 5 years of service. Only 35.29 percent of the respondents have service of 5 years and above.

Table 1 shows that 84.62 percent of the respondents, under the age group up to 30 Years showed the propensity to turn over. At the same time, only 15.38 percent of the respondents replied that they would never leave the Corporation. Majority of the respondents which stood at 75.44 percent under the age group of 30 to 40 years showed propensity to turn over. Simultaneously 24.56 percent of the respondents of the same age group are not ready to leave the corporation. The majority of the respondents i.e. 66.67 percent under the age group between 40 to 50 years showed a propensity to turn over and 33.33 percent of the respondents replied that they are not ready to leave the Corporation. The age group of above 50 years shows none of the respondents have the propensity to turn over. As regards educational qualification, the respondents who have qualified SSLC did not show propensity to turn over. With regard to higher secondary qualification, 58.33 percent of the respondents show propensity to turn over and 41.67 percent are not ready to leave the Corporation. Majority of the respondents which stood at 79.49 percent who are graduates show propensity to turnover and 20.51 percent are not ready to leave the Corporation. The respondents of 82.61 percent, those who are post graduates show propensity to turnover and 17.39 percent of them are not ready to leave the Corporation. Nearly 83.33 percent of the technically qualified respondents show propensity to turnover and 16.67 percent of them are not willing to leave the Corporation With regard to the length of service 83.64 percent of the respondents having less than 5 years of service show the propensity to turn over and 16.36 percent of the respondents are not ready to leave the Corporation. Nearly 53.33 percent of the respondents having service of 5 years and above show the propensity to turnover and 46.67 percent are not ready to leave to the Corporation.

Table 2: Mean Score of Components of Job Satisfaction and Organizational Commitment

Job Satisfaction			Organisational commitment		
Components	Mean	SD	Components	Mean	SD
Present Workplace	3.46	0.99	Affective Commitment		
Transfer Policy	3.80	0.63	Desire to spend rest of career with KSRTC.	2.61	1.73
Social Status	2.39	0.87	Feeling of KSRTC problem as their own	3.79	1.22

Job Satisfaction			Organisational commitment		
Components	Mean	SD	Components	Mean	SD
Rationality of Disciplinary Action	2.54	0.57	Thinking of being personally attached to KSRTC	3.2	1.27
Effectiveness of The Communication System	2.59	0.86	Feeling of being personally affected by the KSRTC 'sproblems	4.46	1.05
Present Post	2.82	1.25	Feeling of being emotionally attached to KSRTC problems	1.98	1.31
Salary & Allowances	2.01	1.13	Feeling of being a family member in the KSRTC	4.59	0.78
Job Promotion	1.99	1.19	Continuance Commitment	.	.
Retirement Benefits	1.74	0.99	Feeling of being compelled to work because of matter of necessity	4.61	0.86
Technologies Adopted By The Organization	1.94	1.02	Feeling of being bound by financial issues restricting from leaving KSRTC	4.52	0.89
Welfare Facilities	2.22	1.07	Getting of being life disrupted if decide to leave KSRTC at present	3.2	1.36
Grievance Redressal Procedures	2.06	1.03	Feeling of getting better placed if decided not to work in KSRTC	3.6	1.13
Work Load	2.07	0.91	Normative Commitment		
Condition of the Road	2.06	0.73	Feeling of having moral obligation to retain with current employer	2.94	1.08
Condition of Buses	2.13	0.72	Getting of being guilty if leave KSRTC at present.	2.15	1.18
Relationship with Superiors	4.05	0.41	Feeling that KSRTC is being loyal to dedication to employees work	2.14	1.04
Relationship with Co-Workers	4.47	0.5	Feeling of being personally attached to colleagues which restrict from leaving KSRTC	2.67	1.31
Industrial Relations	2.42	0.5	Feeling of having great deal to KSRTC	3.98	0.72
			Feeling of losing better advantage from KSRTC by selecting alternative job.	1.35	0.77

Source: Primary Data

From Table 2, it can be seen that according to the response of the employees the most important variable contributing to the job satisfaction of employees is relationship with co-workers, as this variable has obtained the highest mean score of 4.47. The second important variable contributing to the job satisfaction of employees is relationship with superiors as it has a mean score of 4.05. Transfer policy is the third important variable contributing to job satisfaction of employees, as it has a mean score of 3.80. Comfortable with Present work place is the other important variable contributing towards job satisfaction with a mean score of 3.46. The least important variable related to job satisfaction is retirement benefits as it has got the lowest mean score of 1.74 followed by technologies adopted by the Corporation with a mean score of 1.94.

As it is evident from Table 2 that according to the response of the employees the most important variable contributing to the affective commitment of the employees is the feeling of being a member of the KSRTC family, as this variable has obtained the highest mean score of 4.59. The second important variables contributing to the affective commitment is the employees personal affection of KSRTC's problems with a mean score of 4.46. The employees considered the problem of the Corporation as their own is the third important variable contributing to the affective commitment of employees, as it has a mean score of 3.79. Employee's personal attachment towards KSRTC and a desire to spend the rest of career with KSRTC is the other two important variables contributing towards affective commitment with a mean score of 3.2 and 2.61 respectively. The least important variable related to affective commitment is the feeling of being emotionally attached to the problem of KSRTC as it has got the lowest mean score of 1.98.

Table 2 shows that the most important variable contributing to the continuance commitment of the employees is the feeling of being compelled to work as a matter of necessity as this variable has obtained the highest mean score of 4.61. The second important variables contributing to the continuance commitment of employees are financial issues which restrict the employees leaving from the KSRTC, as it has got a mean score of 4.52.

Feeling of getting better placed if decided not to work in KSRTC is the third important variable contributing to the continuance commitment of employees, as it has a mean score of 3.6. The least important variable contributing to the continuing commitment of the employees is getting of being life disrupted if decided to leave KSRTC at present as it has got the lowest mean score of 3.2.

As it is observed from Table 2 that according to the response of the employees the most important variable contributing to the normative commitment of the employees is feeling of having a great deal of relationship with KSRTC as this variable has obtained the highest mean score of 3.98. The second important variable contributing to the normative commitment of employees are feeling of having a moral obligation to remain with current employer as it has a mean score of 2.94. The feeling of being personally attached to colleagues which restrict them from leaving KSRTC is the third important variable contributing to the normative commitment of employees, as it has a mean score of 2.67. Employees feel guilty if they leave KSRTC at present and KSRTC is being loyal to dedication in employees work are the other important variable contributing to the normative commitment with a mean score of 2.15 and 2.14 respectively. The variable which contributes less in normative commitment of employees are losing better advantage from KSRTC by selecting an alternative job, as it has got the lowest mean score of 1.35. The descriptive statistics of job satisfaction and dimensions of organizational commitment are presented in Table 3.

Table 3: Descriptive Statistics of Job Satisfaction and Dimensions of Organizational Commitment

Statistics		Job Satisfaction	Affective Commitment	Continuance commitment	Normative commitment
Mean		2.60	3.44	3.98	2.54
Median		2.56	3.33	4.00	2.50
Std. Deviation		0.38	0.62	0.65	0.67
Minimum		1.56	2.17	1.75	1.00
Maximum		3.83	4.83	5.00	4.33
One sample t-test for mean with test value 3.00	t	-9.653	6.487	13.864	-6.384
	Sig.	0.000	0.000	0.000	0.000

Source: Primary data

The arithmetic mean of job satisfaction of the employees is 2.60 with a standard deviation of 0.38. The median value of this variable is 2.56. The arithmetic mean of the dimensions of organizational commitment, namely affective, the continuance and normative commitment of employees are 3.44, 3.98 and 2.54 with a standard deviation of 0.62, 0.65 and 0.67 respectively. The median value for these variables are 3.33, 4.00 and 2.50 respectively. The one sample t test with test value 3.00 indicates that the mean score of job satisfaction is significantly lower than the mean of the response scale, which indicates that generally employees have low levels of job satisfaction. At the same time the mean score of continuance and affective commitment are significantly higher than the mean of the response scale indicating that generally the employees are having a higher level of continuance commitment and affective commitment, but in case of normative commitment the mean score is significantly lower than the mean of the response scale, which indicates that generally the employees of KSRTC have low levels of normative commitment.

In order to find out the variation in the propensity to turn over with respect to the characteristics of the women conductors’ logistic regression model was constructed. The propensity to turn over was taken as a dummy variable in such a way that the variable is assumed as 1, if the woman conductor wants to leave the Corporation once they get an opportunity, 0 otherwise. The age, their level of job satisfaction, affective commitment, continuance commitment and normative commitment were being taken as continuous independent variables and education and length of service are taken as the independent dummy variables. In order to extract the most significant characteristics which affect the propensity to turn over backward conditional selection method was applied. The backward selection method eliminated six insignificant independent variables and at the seventh step the final regression model was computed.

Table 4: Model Summary of Initial and Final Regression Models

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	64.748	0.334	0.484
6	67.591	0.311	0.451

Source: Primary data

Table 4 presents the model summary of initial and final regression models. From the table it can be seen that the Cox & Snell R Square is 0.344 for the initial regression model and 0.306 is for the final regression model. From the result, it is evident that 30.6 percent of the variation in the propensity to turn over of women conductors is determined by the independent variables retained in the final regression model. As per Nagelkerke R Square, the independent variables retained in the final regression model explain 44.5 percent of the variation of propensity of women conductors to turn over.

Table 5: Coefficient of Initial Regression Model

Variables		B	S.E.	Wald	df	Sig.	Exp(B)
Age		-0.268	0.084	10.157	1	0.001	0.765
Education	E1: 1 if SSLC, 0 otherwise	-1.	17503.297	0.000	1	0.999	0.000
	E2: 1 if Higher Secondary, 0 otherwise	0.056	1.559	0.001	1	0.971	1.058
	E3: 1 if Graduation, 0 otherwise	0.280	1.654	0.029	1	0.865	1.324
	E4: 1 if Post graduation, 0 otherwise	1.093	1.845	0.351	1	0.554	2.982
Job satisfaction		-1.717	0.954	3.242	1	0.072	0.180
Affective commitment		-0.533	0.542	0.968	1	0.325	0.587
Continuance commitment		1.143	0.608	3.537	1	0.060	3.137
Normative commitment		0.290	0.520	0.310	1	0.577	1.336
Length of service	L1: if 1 less than 5 years, 0 otherwise	0.782	0.952	0.676	1	10.411	2.187
	L2: if 1 5 years and above, 0 otherwise	-0.210	1.277	0.027	1	0.869	0.811
Constant		11.401	5.202	4.804	1	0.028	89437.08

Source: Primary Data

Table 5 presents coefficient of the initial regression model. From the table it can be seen that none of the independent variables except age has a significant effect on the propensity of women conductors to turn over from the organization. Table 6 presents coefficient of the final regression model. In the final regression model five independent variables were retained which include variable representing age, education, job satisfaction, continuance commitment and length of service. The affective commitment and normative commitment were removed from the final regression model which indicates that these two commitments have no significant effect on the propensity of women conductors towards turn over from the Corporation.

Table 6: Coefficient of Final Regression Model

Variables		B	S.E.	Wald	df	Sig.	Exp(B)
Age		-0.242	0.079	9.425	1	0.002	0.785
Education	E1: 1 if SSLC, 0 otherwise	-22.169	17097.549	0.000	1	0.999	0.000
Job satisfaction		-1.661	0.900	3.406	1	0.065	0.190
Continuance commitment		1.173	0.589	3.971	1	0.046	3.233
Length of service	L1: if 1 less than 5 years, 0 otherwise	1.163	0.647	3.229	1	0.072	3.198
Constant		8.959	4.096	4.785	1	0.029	7773.893

Source: Primary data

The coefficient of age is found to be negative, which indicates that as age increases the propensity to turn over decreases. The regression coefficient of dummy variable representing person with SSLC is negative and has the highest magnitude. The coefficient of level of job satisfaction is also negative, but at the same time coefficient of continuance commitment is positive. From the result, it can be inferred that as job satisfaction increases the propensity to turn over decrease among women conductors, but when continuance commitment increases the propensity to turnover also increases. The coefficient of dummy variable representing with length of service less than 5 years is positive, indicating that turnover is significantly higher among women conductors. The final regression model can be represented in the following equation (1).

$$\text{Log } \Omega = 8.96 - 0.24A - 22.17E_1 - 1.66JS + 1.17CC + 1.16LS_1 \dots\dots(1)$$

From the equation, the propensity for employee turnover among women conductors of KSRTC can be computed using the following formula. Where p represents the propensity of women conductors to turn over and Ω represent the exponential of the LHS of the equation (1).

$$p = \frac{\Omega}{1 + \Omega}$$

Table 7 presents the propensity to turnover of women conductors in KSRTC by predictor variables. From the table it can be seen that the propensity of turnover at the age of 25 is 0.982 and propensity reduces to 0.812 after 10 years, i.e. at the age of 35, When the age is 45 years the propensity to turn over reduces to 0.254. From the result, it is clear that the propensity to turn over is very high among the youngest age group of women conductors and it reduces steadily as the age increases. When the propensity of turnover among women conductors with an educational background of SSLC is 0.359. It is more than double (0.822) in the case of conductors having college education. Job satisfaction is another important determinant of propensity to turn over.

Table 7: Propensity Turn Over among Women Conductors of KSRTC by Predictor Variables

Predictor variable	n	Probability to turn over
Age		
25	-	0.982
35	-	0.812
45	-	0.254
Education		
SSLC	6	0.359
Above SSLC	79	0.822
Level of Job Satisfaction		
1. Highly dissatisfied	-	0.982
2. Dissatisfied	-	0.914
3. Moderate	-	0.673
4. Satisfied	-	0.286
5. Highly dissatisfied	-	0.072
Level of Continuance commitment		
1. Very low	-	0.146
2. Low	-	0.330
3. Medium	-	0.585
4. High	-	0.802
5. Very high	-	0.921
Length of service		
Less than five years	57	0.167
Five years and above	28	0.039

Source: Primary data

When the propensity to turn over is 0.982 for highly dissatisfied women conductors, it is only 0.072 for their highly satisfied counterparts. The propensity to turn over due to the positive effect of continuous commitment ranges from a minimum of 0.146 to a maximum of 0.921 as the continuance commitment increases the propensity to turn over increases significantly. The reason for the positive relation between continuance commitment and propensity to turnover can be attributed to the fact that continuance commitment mainly arises from the necessity to stick on the profession because of the severe financial crisis faced by their families even

though they are not satisfied with the career of a conductor in a transport vehicle. So, if they get better chances they will readily accept the new avenues. Among women conductors with less than 5 years' experience, the propensity to turnover is 0.167, while it is 0.039 for those with more than 5 years experience.

CONCLUSION:

The analysis of variation in the propensity to employee turnover among women conductors using logistic regression revealed that age, their level of education, job satisfaction, continuance commitment and length of service have a significant effect on their turnover from the conductor career in KSRTC. The proneness to turn over computed from the logistic regression showed that, the propensity to turn over is very high among younger woman conductors and it reduces steadily as age increases. The proneness to turn over in the case of women conductors having college education is double than that of persons with an educational background of SSLC. Job satisfaction was found to be the most significant aspect preventing women conductors from employee turnover. The proneness to turn over among highly satisfied women conductors is almost nil and that of the highly dissatisfied women conductors it is almost 1.00. The result also revealed that the level of continuance commitment increases, the propensity to turnover among women conductors in KSRTC also increases. Length of service also negatively affects the probability of their turnover. So the result of the study suggested that the selection procedure of the corporation should be changed. Hence the recruiting agency in the State should conduct a special test to know the aptitude of the candidate to become a conductor. For the selection of candidates, the agency has to specify the appropriate qualification and any over qualification of the candidates should not be entertained for the concerned post. For ensuring the satisfaction of the employees, the management focus on the following factors like rationality of disciplinary action, effectiveness of the communication system, salary & allowances, job promotion, technologies adopted by the organization, welfare facilities, grievance redressal procedures, condition of buses and industrial relations. Therefore, the Corporation can be avoided the potentiality of the turnover of women conductors to a great extent.

REFERENCES:

- Abdullah, A., Bilau, A. A., Enegbuma, W. I., Ajagbe, A. M., Ali, K. N., & Bustani, S. A. (2012). Small and Medium Sized Construction Firms Job Satisfaction and Evaluation in Nigeria. *International Journal of Social Science and Humanity*, 2 (1), 35-40.
- Amaravathi & Anand, Shankar, Raja. (2015). Determination of Key Factors Contributing to Job Satisfaction: A Study with Special Reference to Bus Conductors of Metropolitan Transport Corporation (Chennai) Ltd. *Zenith International Journal of Business Economics & Management Research*, 5 (7), 95-104.
- Bala, Bhargavi, K. (2015). Problems and Challenges of Women Bus Conductors in Andhra Pradesh State Road Transport Corporation (APSRTC), *Indian Streams Research Journal*, 4 (12).
- Bhat, Anil, Vinayak. (2012). Impact of Organizational Commitment on Turnover Intentions in BPO Sector, *Global journal of Arts and Management*, 2 (3), 223-226.
- Buchanan, B. (1974). Government Managers, Business executives, and organizational Commitment. *Public Administration Review*, 34 (4), 339-347
- Curran, D.B. (1999). The Causal Order of Job Satisfaction and Organisational Commitment in Models of Employee Turnover. *Human Resource Management Review*, 9: 195-524.
- Griffeth, M.W, Horn P.W & Gaertner, S. (2000). Meta-Analysis of Antecedents and Correlates of Employee Turnover. *Journal of Management*, 26(3), 463-488.
- Irvine, D.M., & Evan, M.G.(1995). Job Satisfaction and Turnover among Nurses: Integrating Research Findings across Studies. *Journal of Nursing Research*, 44 (4), 246-253.
- Kumudha, A., & Bamini, J. (2013). Perceived Performance Appraisal Effectiveness and Its Impact on Academic Staff Organisational Commitment Turn Over Intention: A Conceptual Model. *International Journal of Research in Commerce and Management*, 4 (7), 53-56.
- Krishnakumar, M., Sumangala, Mukuthy., and John, Maria, Jeena. (2017). Socio-Economic Empowerment of Women through Apparel Making Entrepreneurship: A study on Kudumbashree women Self Help Group. *The IUP Journal of Entrepreneurship Development*, XIV (1), 49-63.
- Luthans, F. (2002). *Organizational behaviour*, McGraw Hill.
- Mathieu, J.E. & Zajac, D.M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organizational Commitment. *Psychological Bulletin*, 108, 171-194.
- Mcneese - Smith, D.K. (1997). The Influence of Manager Behavior on Nurses' Job Satisfaction, Productivity

- And Commitment. *Journal of Nursing Administration*, 27, 47-55
- Meyer, J.P., & Allen, N.J. (1991). A Three Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1, 61-89.
- Morrell, K., Loan-Clarke, J., & Wilkinson, H. (2004). Organizational Change and Employee Turnover. *Personnel Review*, 33, 161-173
- Mowday, R.T., Porter, L.W., Steers, R.M. (1982). *Employee-Organisation Linkages: the Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
- Rajeswari, K, Mahalakshmi, (2014). Green Work Life Balance Policy For Women Doing Male Dominated Jobs: With Special Reference To Andhra Pradesh State Road Transport Corporation (APSRTC) Women Conductors, Krishna Region, Vijayawada. *Journal of Management and Science*, 4 (4), 80-92.
- Singh, A.P & Kumari, Patiraj (1988): A Study of Individual Need Strength, Motivation and Job Involvement in Relation to Job satisfaction, Productivity And Absenteeism, *Indian Journal of Industrial Relations*, 23(4), 409-428.
- Smith. P., Kendall L.M. & Hulin C.L. (1975). *The Measurement of Satisfaction in Work and Retirement*. Rand McNally, Chicago
- Spector, P.E., (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, CA: Sage.
- Tett, R.P., & Meyer, J.P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology*, 46, 259-293.
- Warren, L. (1999). Knowledge management: just another office in the executive suite?, *Accountancy Ireland*, 31 (6), 20-22.
