

**FACTOR INFLUENCING EMPLOYEES LOYALTY TOWARDS
ORGANISATION: AN EMPIRICAL INVESTIGATION AT EDUCATIONAL
INSTITUTIONS IN DEHRADUN**

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ABSTRACT

With the advent of economic globalization and the information era, the industry is now facing the ever-growing pressure from both local and overseas competitors. More and more employers begin to realize that customer loyalty depends on employee loyalty. They really understand "happy loyal committed employees make for happy loyal committed customers who continue to buy your products and services" (Drizin, 2000). The purpose of this study was to explore the factors affecting the employee loyalty in education sector. Research had been undertaken to examine the important factors influencing employees' loyalty among pay and benefits, work environment, organization culture and value, leadership style, and training and career development opportunities. The study indicates the positive correlation between employee loyalty and different affecting factors. The study suggested that management should pay more attention to improve the factor like Organisation Work Culture, Skill Development Opportunity, Involvement in Decision Making Promotional Prospect in building employee loyalty.

Key Words: Organisation Work Culture, employee loyalty, skill development, leadership style, etc.

Introduction

There has been a tremendous amount of literature and discussion on the topic employees loyalty and various measure to strengthen it. The economic liberalisation has brought significant change in labour market. This Changes in Indian Industry have gained considerable

momentum. Even then the people – human resources, the rising cost of human time, job dissatisfaction, making job fit for people, searching for more meaningful work experience, employee resentment and puzzling people problem, all these cannot be avoided. The industrial society is transforming into the human society. In this era of globalization and liberalization, employees are becoming the competitive advantage for business. A business may manage with mediocre employees but competent employees can propel an average business to greater heights. Likewise, bad employees can cause flourishing business empires to collapse. In a tight labour market, keeping good employees and developing employee loyalty becomes increasingly important and a continuing challenge. The lifeblood of every business is its employees. Given this critical fact, one may assume every business has a detailed plan and solid processes in place to ensure employees are engaged. The focus of planners, managers and social scientists is shifting from machines buildings, economics and markets to people (Killan A Ray 1976). Once the focus has been shifted towards the people in the organisation it is a must to see to it that the people under consideration are able to be faithful and true to the organisation.

Review of Related Literature

The organizational loyalty is a subject that received considerable interest from researchers in the field of organizational behavior in the recent period. This interest is attributed to the fact that organizational loyalty of the employees is the most important factor that determines the effectiveness and efficiency of the organization (steers, 1977). The concept of loyalty has passed through different evolutionary stage. At one time, it meant living up to the end of the employee-employer bargain. one should be loyal to the company and the company would be loyal to their employee. Rampant downsizing, corporate restructuring and poorly managed organizational change have resulted in a broken trust bond with employees and therefore less employee loyalty. This traditional “trust bond” relationship was based on the premise that an employee’s loyalty could be measured by the amount of time he or she spent on and in the job. Long hours and long service meant a loyal employee — one who was willing to make personal sacrifices for the betterment of the organization. It won’t come as a surprise to know that this model of employee loyalty has dramatically changed.

Today, employee loyalty means that I give my full commitment to the job — while I’m on the job. Progressive leaders do not equate loyalty with longevity and hold the view that it is

quite possible that someone who has been with you for 20 months can make a greater contribution than an employee who has been employed by the organization for 20 years.

Employees loyalty is defined as being faithful to a cause, ideal, custom or institution. In one of the recent studies: MetLife's 10th annual survey of employee benefits, trends and attitudes released in March puts employee loyalty at a seven-year low. One in three employees, the survey says, plans to leave his or her job by the end of the year. According to a 2011 Careerbuilder.com report, 76% of full-time workers, while not actively looking for a new job, would leave their current workplace if the right opportunity came along. Other studies show that each year, the average company loses anywhere from 20% to 50% of its employee base. These figure indicates that employees are clearly feeling disconnected from their work. Among the reasons cited for this: the recession, during which companies laid off huge number of their employees with little regard for loyalty or length of service. Some employees feels that their loyalty to the firm is contingent on the firm's loyalty to them.

The Loyalty Research Center, an Indianapolis-based consultant that focuses on customer and employee loyalty issues, defines loyalty in part as "employees being committed to the success of the organization and believing that working for this organization is their best option. Loyalty, which can be considered a component of employee engagement, is based on a number of factors. According to Harter, it is based on whether the employer "looks out for employees' best interests, pays attention to their career path, gives them opportunities to improve their well-being and so forth." In this equation, managers play a crucial role, it is the quality of the relationship between an employee and his or her manager that determines the overall level of employee engagement..

Therefore, we find that organizational loyalty is one of the key elements to measure the compatibility between individuals on one hand and between institutions on the other hand, since if this compatibility increases, the organization achieves a lot of its goals and aspirations (Ketbi, 2001).

Research efforts aiming at rooting the concepts of organizational loyalty, building models that diagnose its dimensions and correlations and develop its measurements tools emerged and succeed. The behavioral school focused on the human activity movement on one hand

and the extent to which this movement correlates to the cultural and civilizational climate in which this activity occurred on the other hand, as well as it focused on the mutual understanding between the members of the organization because the availability of such understanding helps to achieve the goals. (Nada, 2007).

organizations nowadays strive to achieve the loyalty of their employees more than in the past, especially among high-tech organizations, banks, health institutions and other organizations in which the participation and the status of its employees do not depend on the number of years spent by the employees in a specific organization, but on its qualification and experience in taking the decisions that affect the future of the organization (Aityan & Gupta, 2012).

Due to the importance of this topic, the researcher sought to study the factors (employee selection, employee training, employee empowerment and employees motivation) to identify the extent to which they affect the organizational loyalty of the employees to extract the results and provide recommendations, due to the importance of the organizational loyalty on the employees in terms of the development of the performance and the provision of the satisfaction of the employees toward their positions and managements depending on several studies carried out by the researchers as well as the studies on this literature. ,(Aityan & Gupta, 2012) (Khleifat, 2009. Al-hohji, 2008. Al-Ajmi, 1999. Dorra & Alsabag, 2010. . This study highlights the concept of employee loyalty towards the educational organisation in Dehradun which is well known hub of educational center in northern India.

Objectives and Research Methodology

In this era of globalization and liberalization, employees are becoming the competitive advantage for business. A business may manage with mediocre employees but competent employees can propel an average business to greater heights. Likewise, bad employees can cause flourishing business empires to collapse. In a tight labour market, keeping good employees and developing employee loyalty becomes increasingly important and a continuing challenge. The present study has been taken up with the following objectives;

- a. to analyze the existing level of loyalty among the employees in educational institutions in Dehradun

- b. to explore the factors affecting the employee loyalty in education sector.
- c. to analyse the relationship between various factor like Organisation Work Culture, Skill Development Opportunity, Involvement In Decision Making Promotional Prospect in building employee loyalty.

Assumption of Hypothesis

H0- Employee's Loyalty does not differs significantly across the period of association of employees with organisation.

H2: Mean of different factor promoting employees loyalty does not differs significantly across the employees of diverse opinion regarding role of organisational factor and environment increases their loyalty towards organisation.

H3 : There is no association between employees opinion regarding role of organisational factor and environment increases their loyalty towards organisation across the level of education of employes.

Research Methodology;

Present research is exploratory as well as Descriptive in nature. Research is based on primary as well as secondary data. Secondary data was collected from different sources like: books, magazine, journals, research paper etc. Primary data was collected by using survey method; a structured questionnaire is designed covering different dimension of organsatioal factors and its relationship with employees loyalty. The organizational environment factors promoting employees loyalty was rated on the following variable like Interpersonal Relationship And Job Recognition, Social Security, Work Autonomy, Performance Recognition, Organisation Work Culture, Promotional Prospect, Skill Development Opportunity and Involvement in Decision Making. The employee's loyalty was measured on his intention to leave he present organisation. Construct related to organisational factor as well as individual factor promoting loyalty were developed on the basis of review of the literature and research by the different authors. The questionnaire on organisational factor were piloted on a sample of 200 respondents working in the different various educational institutes in Dehradun. Almost 175 responses were received after

editing 165 questionnaires were found suitable and taken for the study. Reliability check was carried out using SPSS and found to be .707 which indicates that data is reliable one. **KMO and Bartlett's Test** was carried out and found to be .641 which indicates that data is sufficient to carry out factor analysis. Different statistical techniques like, Mean, Standard Deviation, factor analysis, ANOVA were used to analyse the data. Table -1 shows the demographic profile of the respondents.

Table 1 Demographic Characteristic of Respondents

| | <i>Categories</i> | <i>Count</i> | <i>Percentage</i> |
|-----------------|-------------------------|--------------|-------------------|
| Age | Less than 25 Years | 22 | 13.3 |
| | 25-35 Years | 58 | 35.2 |
| | 35-45 Years | 48 | 29.1 |
| | 45 to 55 Years | 30 | 18.2 |
| | Above 55 years | 7 | 4.2 |
| Gender Category | Male | 85 | 51.5 |
| | Female | 80 | 48.5 |
| Marital Status | Married | 122 | 73.9 |
| | Un Married | 43 | 26.1 |
| Family size | Upto 2 members | 23 | 13.9 |
| | 3 to 4 members | 80 | 48.5 |
| | 5to 6 members | 35 | 21.2 |
| | More than 6 members | 27 | 16.4 |
| Education Level | Upto Matric | 14 | 8.5 |
| | Upto Intermediate | 5 | 3.0 |
| | Upto graduation | 20 | 12.1 |
| | Post Graduate and Other | 126 | 76.4 |
| Income Level | Upto Rs250000 PM | 133 | 80.6 |
| | From 25000 to Rs50000PM | 17 | 10.3 |
| | Rs. 50000 to Rs100000PM | 9 | 5.5 |
| | Above Rs100000 PM | 6 | 3.6 |

Table 1 shows the demographic characteristics of respondents. It is seen that sample is the representation of middle age respondents as almost two third respondents falls in the age group upto 25-45 years. Sample is having almost equal representation of male and female respondents. Almost three fourth (73.9%) respondents falls in the married categoriesThe information pertaining to the family size reveals that 48.5% respondents are having 3-4 members in their family. It is seen that sample is the combination of highly educated respondents as 76.4% employees hare having Post graduation and other professional degree

to their credit. . it is seen that sample is the composition of well educated and having monthly income more than Rs. 25000PM

Table 2 The Profile of The Employees.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------|-----------|---------|---------------|--------------------|
| Teaching | 82 | 49.7 | 49.7 | 49.7 |
| Administrati on | 6 | 3.6 | 3.6 | 53.3 |
| Valid Medical profession | 67 | 40.6 | 40.6 | 93.9 |
| Support Staff | 10 | 6.1 | 6.1 | 100.0 |
| Total | 165 | 100.0 | 100.0 | |

Employees loyalty and organisational factor promoting it differs according to the profile of the employees. It is seen that the dimension of relationship changes according to the professional categories. With this in mind , an attempt was made to isolate the employees according to their profession. Information indicates that sample is dominated by teaching categories respondents (49.7%). It was followed by medical category professionals as it was indicated by 40.6% respondents in the sample. 3.6% respondents fall into administrative categories and 6.1 % respondents are from support staff.

Table 3 Period of Association with Present Organisation

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Less than 1 year | 76 | 46.1 | 46.1 | 46.1 |
| 1 to 3 years | 31 | 18.8 | 18.8 | 64.8 |
| 3 to 5 years | 29 | 17.6 | 17.6 | 82.4 |
| Valid 5to 10 years | 18 | 10.9 | 10.9 | 93.3 |
| More than 10 years | 11 | 6.7 | 6.7 | 100.0 |
| Total | 165 | 100.0 | 100.0 | |

Employees loyalty are the reciprocal obligations between employees and employers The length of time spent in an organisation leads to the development of shared understandings and experiences. It is, therefore, reasonable to surmise that employees who remain working for the same organisation over a considerable period of time do so because they are happy

with the organizational policies and practices in these areas and remain loyal to the organisation. With this in mind, an attempt was directed to know from the employees about the period of association with present organisation. The survey reveals that majority of the employees are associated with present organisation since last 1 years. This was indicated by 46.1% respondents in the sample. Another 18.8%, 17.60%, 10.9% and 6.7% employees indicated that they are associated with present organisation since last, 1-3 years, 3-5 years, 5-10years, More than 10 years respectively.

Analysis and Discussion

Understanding employees loyalty and different individual and organisational factor promoting it has been of a major interest for the long term organisational relationship.. Employees loyalty are significantly based on several moral factors and influenced by several intravenous and extraneous factors. The study proposes a model that explains the different factors building employees loyalty towards organisation. For this respondent were asked to rate their views on the following statement such as Senior support in all respect in this organisation influence me to remain with this organisation , Senior relationship attract me to remain with present organisation , My job is recognised in this organisation , sense of security in the organisation influence me to remain with this organisation , .the healthy peer relationship among employees influence me to remain with this organisation , My role is well defined and clear in this organisation. , social security of the organisation attract me to remain with present organisation , their treatment of the individual when dealing with unusual circumstances that may crop up; remuneration policy of orgnisation , intrinsic motivating factor g this oganisaton influence me to remain with this organisation , present organisation give me opportunity for flexible work hour to have better work/life balance , We have got Work autonomy in this organisation , Organization leader develop the reward and show concern to the employees who work hard , Long working day demotivate me and provoke to switch. , High-performing employees are recognized for their efforts through promotion. , I have lot of responsibility in my organization , The leaders of this organization set the road map for careed development , The overall organisation climate influence me to remail with this organisation , Provision of job security enhance my loyalty towards organisation , I am satisfied on achieving the target , I have got good Promotional prospect in this organisation , This organisation provide me Training and development opportunity ,

Organisation prepare employees by giving Skill development opportunity , This organisation has Fair promotion policy, Organization provide with opportunity to participate in decision making. , Organization promote Family involvement and other socialization process. Respondents were asked to rate the various statement on a scale of 1 to 5 in order of their preference. The exploratory factor analysis was used in order to identify the various factors. Principal Component analysis was employed for extracting factors and orthogonal rotation with Varimax was applied. As latent root criterion was used for extraction of factors, only the factors having latent roots or Eigen values greater than one were considered significant; all other factors with latent roots less than one were considered insignificant and disregarded. The extracted factors along with their Eigen values are shown in table4 . The factors have been given appropriate names on the basis of variables represented in each case. The names of the factors, the statements, the labels and factor loading have been summarized in Tables . There are eight factors each having Eigen value exceeding one for employees loyalty issues in different HRM practices. Eigen values for eight factors are 5.084, 2.931, 2.343, 1.859, 1.624, 1.359 ,1.211, and 1.029, respectively. The index for the present solution accounts for 69.758% of the total variations for the loyalty factors. It is a pretty good extraction because we are able to economise on the number of choice factors (from 25 to 8 underlying factors), we lost 25.702 % of information content for choice of variables. The percentages of variance explained by factors one to five are 11.101, 2.008, 1.799, 1.469, and 1.375, respectively. Large communalities indicate that a large number of variance has been accounted for by the factor solutions. Varimax rotated factor analysis results for ethical factors are shown in table 5which indicates that after 5 factors are extracted and retained the communality is .625, for variable1, .710for variable 2, 0.638 for variable 3 and so on. It means that approximately 62.5 % of the variance of variable1 is being captured by extracted factors together. The proportion of the variance in any one of the original variable which is being captured by the extracted factors is known as communality (Nargundkar, 2002).

Table 4 Rotated Component Matrix^a

| | Component | | | | | | | | Comm unality |
|--|-----------|---|---|---|---|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| | | | | | | | | | |

| | | | | | | | | |
|--|------|------|-------|------|--|------|-------|------|
| Senior support in all respect in this organisation influence me to remain with this organisation | .767 | | | | | | | .625 |
| Senior relationship attract me to remain with present organisation | .681 | .329 | | | | | | .710 |
| My job is recognised in thjis organisation | .674 | | | | | | | .636 |
| sense of security in the organisation influence me to remain with this organisation | .602 | .349 | | | | | | .556 |
| .the healthy peer relationship among employees influence me to remain with this organisation | .570 | .472 | | | | | | .674 |
| My role is well defined and clear in this organisation. | .561 | | .361 | .379 | | | | .605 |
| social security of the organisation attract me to remain with present organisation | | .839 | | | | | | .797 |
| their treatment of the individual when dealing with unusual circumstances that may crop up; remuneration policy of orgnisation | | .752 | | | | | | .730 |
| intrinsic motivating factor g this oganisaton influence me to remain with this organisation | | .608 | | | | | | .614 |
| present organisation give me opportunity for flexible work hour to have better work/life balance | .302 | .583 | | | | | -.386 | .633 |
| We have got Work autonomy in this organisation | | | -.856 | | | | | .697 |
| Organization leader develop the reward and show concern to the employees who work hard | | | .678 | | | | | .683 |
| Long working day demotivate me and provoke to switch. | | | -.523 | .495 | | | | .649 |
| High-performing employees are recognized for their efforts through promotion. | | | | .802 | | | | .695 |
| I have lot of responsibility in my organization | | | | .720 | | | | |
| The leaders of this organization set the road map for careed development | .380 | | .372 | .533 | | .369 | | .798 |

| | | | | | | | | | |
|--|--------|--------|--------|--------|--------|-------|--------|--------|------|
| The overall organisation climate influence me to remain with this organisation | | | | | .849 | | | | .774 |
| Provision of job security enhance my loyalty towards organisation | | | | | .820 | | | | .711 |
| I am satisfied on achieving the target | | | | | | .796 | | | .747 |
| I have got good Promotional prospect in this organisation | | | | | | .779 | | | .768 |
| This organisation provide me Training and development opportunity | | | | | | | .895 | | .818 |
| Organisation prepare employees by giving Skill development opportunity | | | | -.490 | | | .636 | | .738 |
| This organisation has Fair promotion policy | | | .491 | | | | .529 | | .676 |
| Organization provide with opportunity to participate in decision making. | | | | | | | | .808 | .812 |
| Organization promote Family involvement and other socialization process | | -.338 | -.307 | | | | | .616 | .731 |
| Eigen Values | 5.084 | 2.931 | 2.343 | 1.859 | 1.624 | 1.359 | 1.211 | 1.029 | |
| % of Variation | 20.337 | 11.725 | 9.371 | 7.436 | 6.497 | 5.434 | 4.843 | 4.115 | |
| Cumulative % of Variation | 20.337 | 32.062 | 41.433 | 48.869 | 55.366 | 60.8 | 65.643 | 69.758 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

From literature review it is recognized that human resource management play pivotal role in building employee loyalty towards organisation. Researcher finds that human resource management practices in compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice can help increase loyalty. It is commonly believed by researchers that employees loyalty is an individual's belief about the term and conditions of the organisation that depends upon several factors. The factor analysis results indicate that first factor is the Interpersonal Relationship And Job Recognition (table) which consists of variable such as Senior support in all respect in this

organisation influence me to remain with this organisation Senior relationship attract me to remain with present organisation My job is recognised in thjis organisation sense of security in the organisation influence me to remain with this organisation .the healthy peer relationship among employees influence me to remain with this organisation My role is well defined and clear in this organisation and account for 20.337% variance of total variance. Second factor of employees loyalty emerged as **Social Security which is the combination f variable like** social security of the organisation attract me to remain with present organisation, their treatment of the individual when dealing with unusual circumstances that may crop up; remuneration policy of organisation , intrinsic motivating factor of this organisation influence me to remain with this organisation ,present organisation give me opportunity for flexible work hour to have better work/life balance And account for 11.725% of total variance. Third factor is **the Work Autonomy which is th combination of variable like**,We have got Work autonomy in this organisation, Organization leader develop the reward and show concern to the employees who work hard, Long working day demotivate me and provoke to switch, And account for 9.371% of total variance. Fourth factor is the **Performance Recognition** that s the combination of variable like, High-performing employees are recognized for their efforts through promotion,I have lot of responsibility in my organization, The leaders of this organization set the road map for careed development, And account for 7.436% of total variance. Fifth factor is the **Organisation Work Culture** which is the combination of variable like ,The overall organisation climate influence me to remain with this organisation, Provision of job security enhance my loyalty towards organisation and account for 6.497% of total variance. Sixth factor is **the Promotional Prospect which is the combination of variable such as** I am satisfied on achieving the target, I have got good Promotional prospect in this organisation and account for 5.434% of total variance. Seventh factor is the **Skill Development Opportunity** in the organisation which is the combination of variable like This organisation provide me Training and development opportunity, Organisation prepare employees by giving Skill development opportunity This organisation has Fair promotion policy, And account for 4.843% of total variance. last factor is Involvement In Decision Making which is the combination of variable like Organization provide with opportunity to participate in decision making, Organization promote Family involvement and other socialization process and account for 4.115% of total variance.

Table 5 Overall Organisational Factors and Environment Increases Your Loyalty towards Organisation

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------|-----------|---------|---------------|--------------------|
| To a great extent | 38 | 23.0 | 23.0 | 23.0 |
| To a considerable extent | 40 | 24.2 | 24.2 | 47.3 |
| To some extent | 26 | 15.8 | 15.8 | 63.0 |
| To a little extent | 37 | 22.4 | 22.4 | 85.5 |
| Not at All | 24 | 14.5 | 14.5 | 100.0 |
| Total | 165 | 100.0 | 100.0 | |

Workplace environment plays a vital role in motivating employees to perform their assigned work and increase their loyalty towards organisation, the survey indicates that 23% employees in the sample were of the opinion that **overall organisational factor and environment increases their loyalty towards organisation to a great extent. Whereas 24.2% agreed to a considerable extent. On the other hand 15.8 and 22.4% employees indicated that overall organisational factor and environment increases their r loyalty towards organisation to some extent and to a little extent only. Only 14.5% did not agreed at all that overall organisational factor and environment increases their loyalty towards organisation**

Table 6 Mean of different factors influencing employees loyalty across the respondents of Diverse opinion regarding role Organisational Factor and Environment in Increasing Loyalty

| overall organisation al factor and environment increases your loyalty towards organisation | Interpersonal Relations And Job Recognition | Social Security | Work Autonomy | Performance Recognition | Organisation Work Culture | Promotional Prospect | Skill Development Opportunity | Involvement In Decision Making |
|--|---|-----------------|---------------|-------------------------|---------------------------|----------------------|-------------------------------|--------------------------------|
| To a great extent | 3.1241 | 3.2368 | 3.0461 | 3.2105 | 2.7500 | 3.0263 | 2.7895 | 3.0789 |
| To a considerable extent | 3.2536 | 3.4750 | 3.2937 | 3.2250 | 3.1000 | 3.2875 | 2.5417 | 3.3250 |
| To some extent | 3.2253 | 3.3077 | 3.1731 | 3.3077 | 2.8654 | 3.2500 | 2.7308 | 3.0192 |

| | | | | | | | | |
|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| To a little extent | 3.2239 | 3.3784 | 3.4189 | 3.1486 | 2.8108 | 3.3649 | 2.9279 | 3.1757 |
| Not at All | 3.3631 | 3.5417 | 3.3750 | 3.3750 | 3.1042 | 3.3958 | 2.4722 | 3.0417 |
| Total | 3.2286 | 3.3818 | 3.2576 | 3.2394 | 2.9182 | 3.2545 | 2.7051 | 3.1455 |

It is seen from the above table that mean rating of Social Security has scored highest mean of 3.3818 among the employees of all the level of Experience. Social security has scored highest mean(3.5417) in the employees who did not agreed at **that overall organisational factor and environment increases their loyalty towards organisation**

Table 7 One Way ANOVA across the respondents of diverse opinion regarding role Organisational Factor and Environment in Increasing Loyalty

| | | Sum of Squares | df | Mean Square | F | Sig. |
|--|---------------------|----------------|-----|-------------|-------|------|
| Interpersonal Relationship And Job Recognition | Between Groups | .875 | 4 | .219 | .360 | .837 |
| | Within Groups | 97.239 | 160 | .608 | | |
| | Total | 98.114 | 164 | | | |
| Social Security | Between Groups | 1.903 | 4 | .476 | .502 | .734 |
| | Within Groups | 151.543 | 160 | .947 | | |
| | Total | 153.445 | 164 | | | |
| Work Autonomy | Between Groups | 3.232 | 4 | .808 | 1.236 | .298 |
| | Within Groups | 104.571 | 160 | .654 | | |
| | Total | 107.803 | 164 | | | |
| Performance Recognition | Between Groups | .907 | 4 | .227 | .161 | .958 |
| | Within Groups | 225.887 | 160 | 1.412 | | |
| | Total | 226.794 | 164 | | | |
| Organisation Culture | Work Between Groups | 3.726 | 4 | .932 | .935 | .445 |
| | Within Groups | 159.419 | 160 | .996 | | |
| | Total | 163.145 | 164 | | | |
| Promotional Prospect | Between Groups | 2.953 | 4 | .738 | 1.507 | .203 |
| | Within Groups | 78.356 | 160 | .490 | | |
| | Total | 81.309 | 164 | | | |
| Skill Development Opportunity | Between Groups | 4.495 | 4 | 1.124 | 1.416 | .231 |
| | Within Groups | 126.929 | 160 | .793 | | |
| | Total | 131.424 | 164 | | | |
| Involvement In Decision Making | Between Groups | 2.164 | 4 | .541 | .630 | .642 |
| | Within Groups | 137.345 | 160 | .858 | | |
| | Total | 139.509 | 164 | | | |

One way ANOVA was carried out to test the hypothesis that, the mean of factor influencing employees loyalty does not differ significantly across the employees of diverse opinion regarding role of **organisational factor and environment increases their loyalty towards organisation.**; the table showing calculated value of F is lesser than the tabulated value of F (2.37) at (p< 0.05) level of significance in the case all the factor listed in the table. Thus null hypothesis is accepted indicating that mean of factor influencing employees loyalty does not differ significantly across the employees of diverse opinion regarding role of **organisational factor and environment increases their loyalty towards organisation.**

Table 8 Composition of Factors of Employees Loyalty: A Descriptive Analysis

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| Interpersonal Relationship And Job Recognition | 165 | 1.43 | 4.71 | 3.2286 | .77347 |
| Social Security | 165 | 1.00 | 5.00 | 3.3818 | .96729 |
| Work Autonomy | 165 | 1.00 | 5.00 | 3.2576 | .81076 |
| Performance Recognition | 165 | 1.00 | 5.00 | 3.2394 | 1.17596 |
| Organisation Work Culture | 165 | 1.00 | 5.00 | 2.9182 | .99739 |
| Promotional Prospect | 165 | 1.00 | 5.00 | 3.2545 | .70412 |
| Skill Development Opportunity | 165 | 1.00 | 5.00 | 2.7051 | .89519 |
| Involvement In Decision Making | 165 | 1.00 | 5.00 | 3.1455 | .92232 |
| Valid N (listwise) | 165 | | | | |

Descriptive analysis refers to a group of methods that gives summary information about the data. Descriptive Statistics are used to present quantitative descriptions in a manageable form. It helps us to simply large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. In the present study researcher have developed the construct on likert scale from 1 to 5(strongly disagree to strongly agree) for organisational as well as individual factor promoting employees loyalty. Employees were

asked to rate as per their opinion toward different components of employees' loyalty. These variables were clubbed eight important components of loyalty factor using factor analysis. Mean of each component was calculated using SPSS software. From the table 4 it is seen that majority of respondents in the sample are of the opinion Social Security are the important composition of loyalty factor as it scored highest mean of 3.3818. However Performance Recognition for building employees loyalty has scored highest (SD=1.17596) Standard deviation which indicates that employees view on this issue is heterogeneous.

Table 9 Mean of different factors influencing employees turnover intention across the respondents of Different Level of experience Report

| Period of Association with Present Organisation | Interpersonal Relationship And Job Recognition | Social Security | Work Autonomy | Performance Recognition | Organisation Work Culture | Promotional Prospect | Skill Development Opportunity | Involve In Decision Making |
|---|--|-----------------|---------------|-------------------------|---------------------------|----------------------|-------------------------------|----------------------------|
| Less than 1 year | 3.0865 | 3.2895 | 3.0888 | 3.1908 | 3.1053 | 3.1579 | 2.7763 | 3.1711 |
| 1 to 3 years | 3.4516 | 3.5161 | 3.4113 | 3.4839 | 2.8710 | 3.3226 | 2.7312 | 3.2258 |
| 3 to 5 years | 3.2167 | 3.5517 | 3.5862 | 3.3276 | 3.1379 | 3.5690 | 2.6437 | 3.1379 |
| 5to 10 years | 3.1905 | 3.1389 | 3.1667 | 2.9167 | 2.3333 | 3.0000 | 2.6667 | 3.1111 |
| More than 10 years | 3.6753 | 3.5909 | 3.2727 | 3.1818 | 2.1364 | 3.3182 | 2.3636 | 2.8182 |
| Total | 3.2286 | 3.3818 | 3.2576 | 3.2394 | 2.9182 | 3.2545 | 2.7051 | 3.1455 |

It is seen from the above table that mean rating of Social Security has scored highest mean of 3.3818 among the employees of all the level of Experience. Work Autonomy has scored highest mean in the employees associated with 3-5 years.

Table 10 One way ANOVA with Different Level of experience

| | Sum of Squares | df | Mean Square | F | Sig. |
|--|----------------|----|-------------|---|------|
| | | | | | |

| | | | | | | |
|--|----------------|---------|-----|-------|-------|------|
| Interpersonal Relationship And Job Recognition | Between Groups | 5.303 | 4 | 1.326 | 2.285 | .062 |
| | Within Groups | 92.812 | 160 | .580 | | |
| | Total | 98.114 | 164 | | | |
| Social Security | Between Groups | 3.588 | 4 | .897 | .958 | .432 |
| | Within Groups | 149.858 | 160 | .937 | | |
| | Total | 153.445 | 164 | | | |
| Work Autonomy | Between Groups | 6.180 | 4 | 1.545 | 2.433 | .050 |
| | Within Groups | 101.623 | 160 | .635 | | |
| | Total | 107.803 | 164 | | | |
| Performance Recognition | Between Groups | 4.169 | 4 | 1.042 | .749 | .560 |
| Performance Recognition | Within Groups | 222.625 | 160 | 1.391 | | |
| | Total | 226.794 | 164 | | | |
| Organisation Work Culture | Between Groups | 17.010 | 4 | 4.252 | 4.656 | .001 |
| | Within Groups | 146.135 | 160 | .913 | | |
| | Total | 163.145 | 164 | | | |
| Promotional Prospect | Between Groups | 4.931 | 4 | 1.233 | 2.583 | .039 |
| | Within Groups | 76.378 | 160 | .477 | | |
| | Total | 81.309 | 164 | | | |
| Skill Development Opportunity | Between Groups | 1.825 | 4 | .456 | .563 | .690 |
| | Within Groups | 129.598 | 160 | .810 | | |
| | Total | 131.424 | 164 | | | |
| Involvement In Decision Making | Between Groups | 1.451 | 4 | .363 | .420 | .794 |
| | Within Groups | 138.058 | 160 | .863 | | |
| | Total | 139.509 | 164 | | | |

One way ANOVA was carried out to test the hypothesis that, the mean of factors influencing employees loyalty does not differ significantly across the different level of experience of respondents; the table showing calculated value of F is lesser than the tabulated value of F (2.37) at (p< 0.05) level of significance in the case factors like Interpersonal Relationship

And Job Recognition, Social Security, Promotional Prospect, Skill Development Opportunity, Involvement In Decision Making.. Thus null hypothesis is accepted indicating that there is no significant difference in the mean of different factors of employees' loyalty across the respondents of different experience level.

Table 11 overall organisational factor and environment increases your loyalty towards organisation * Education Level wise classification of Respondents Cross tabulation

| | | Education Level wise classification of Respondents | | | | Total |
|---|--------------------------|--|-------------------|-----------------|-------------------------|-------|
| | | Upto Matric | Upto Intermediate | Upto graduation | Post Graduate and Other | |
| overall organisational factor and environment increases your loyalty towards organisation | To a great extent | 3 | 1 | 4 | 30 | 38 |
| | To a considerable extent | 4 | 0 | 9 | 27 | 40 |
| | To some extent | 3 | 2 | 2 | 19 | 26 |
| | To a little extent | 2 | 2 | 3 | 30 | 37 |
| | Not at All | 2 | 0 | 2 | 20 | 24 |
| Total | | 14 | 5 | 20 | 126 | 165 |
| Pearson Chi-Square | | 10.910 ^a | 12 | .537 | | |

Chi square test was carried out to check the degree of association between employees opinion regarding role of organisational factor and environment increases their loyalty towards organisation across the level of education of employees calculated value of chi square is 10.910 with 12 degree of freedom and 5% level of significance which is less than the table value(21.03) hence null hypothesis is accepted indicating that there is no association between employees opinion regarding role of organisational factor and environment increases their loyalty towards organisation across the level of education of employees

Conclusions and suggestions

Employees increasingly expect to get more out of their jobs, and are more willing than ever to walk away from an employer if they feel undervalued or unfulfilled. The advent of economic liberalisation and globalization has boosted this trend and the industry is now facing the ever-growing pressure from both local and overseas competitors. More and more employers begin to realize that customer loyalty depends on employee loyalty. Issues related

to employees' loyalty in educational organisation has become vital. The purpose of this study was to explore the factors affecting the employee loyalty in education sector organisation. The study indicates the positive correlation between employee loyalty and different affecting factors. The study suggested that management should pay more attention to improve the factor like Organisation Work Culture, Skill Development Opportunity, and Involvement in Decision Making Promotional Prospect in building employee loyalty.

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