

# An analytical study of Employee Turnover in Colleges of Nagaland

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**ABSTRACT:** Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Although different types of turnover exist, the general definition is that turnover occurs when the employment relationship ends<sup>1</sup>. Employees have a number of reasons for leaving their jobs. One of the main reasons of leaving the job is because the employee is not satisfied with the job. In Nagaland, sixty six colleges are affiliated to Nagaland University to cater the Higher Education in the state. Out of sixty six colleges, 16 are Government and fifty are Private. Private colleges are owned and managed by the trusts and registered societies. Government Colleges are under Department of Higher Education, Government of Nagaland. University Grants Commission does not define the differences between the Government and Private colleges especially with regards to Recruitment, training, working conditions, career enhancement and advancement, payment and benefits system. Same set of rules are applicable for all the category of colleges. The researcher is interested to find out if any turnover prevails in the colleges of Nagaland. If prevails, at what rate? Is there any difference between Government and Private Colleges regarding employee turnover in the colleges of Nagaland.

This paper is an attempt to study the turnover pattern of both Government and Private College teachers' in Nagaland and to support management and the stakeholders with information to take appropriate decision to reduce the turnover. Teachers are the workforce of any educational institutions, who are considered as the Nation builder. This category of employee should be satisfied in their job; in return they will deliver well

<sup>1</sup> <https://smallbusiness.chron.com/employee-turnover-definitions-calculations-11611.html> - Retrieved on 25 Oct. 2019

to the nation as a whole. The primary data are collected through personal interviews and questionnaire forms administered to 300 College teachers (150 each from Government and Private Colleges) from the 20 colleges of Nagaland as sample, using convenient random sampling. The data so collected are analyzed using statistical tools such as frequency, simple averages and percentages

Figurative diagrams are used wherever applicable to present the variables. SPSS software is used to analyze and interpret the data. Parametric and non-parametric test is used to test the hypothesis. From the research study, it is found that most of the Private college teachers leave the job after serving for short period of time and on other hand, Government college teachers retire after attaining superannuation/retirement age.

**Keywords:** Turnover, Government and Private colleges, College teachers, retirement/ super annuation.

## I. INTRODUCTION

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Although different types of turnover exist, the general definition is that turnover occurs when the employment relationship ends<sup>2</sup>. When the relationship between the employer and the employee come to an end due to retirement, job elimination or employee death, and is distinguishable from turnover because when attrition occurs, the position is not filled with a new employee. Turnover rate is the percentage of employees in a workforce that leave during a certain period of time.

Some of the Employees are terminated due to poor job performance, absenteeism or violation of workplace policies is termed as

<sup>2</sup> <https://smallbusiness.chron.com/employee-turnover-definitions-calculations-11611.html> - Retrieved on 25 Oct. 2019

involuntary turnover – also referred to as termination, firing or discharge. When an employee leaves the organization of their own volition, it's voluntary termination. Employees have a number of reasons for leaving their jobs. They may be accepting employment with another Organization, relocating to a new area or dealing with a personal matter that makes it impossible to work. However, one of the main reasons of leaving the job is because the employee is not satisfied with the job.

In human resources context, turnover is the act of replacing an employee with a new employee. An organization's turnover has measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a certain period. If high turnover rate prevail in the private colleges relative to Government colleges, that teachers of Private College have a shorter average tenure than that of Government College teachers. Turnover is not actually favorable and even harmful to any colleges as newly appointed teachers have to replace the teachers who leave the job. Dissatisfaction in job leads to reduced level of performance (Bretz & Thomas, 1992); it increases turnover and turnover intentions (Motowilo, 1983) and leads to absenteeism. Many organizations have discovered that turnover has reduced significantly when issues affecting employees had addressed immediately and professionally. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a certain period of time. When the turnover is undesirable, colleges are losing employees whose performance, skills and qualifications are valuable resources.

Some of the reasons for Employee Turnover in the colleges of Nagaland are:

- Lack of Growth and Progression
- Poor payment and benefits system
- Unfavorable working condition
- Individual problems

### 1. STATEMENT OF THE PROBLEM

The colleges affiliated to Nagaland University are of two types; Private Colleges and Government Colleges. Private Colleges are owned and managed by the Societies and Trusts and the Government colleges are run by the Directorate of Higher Education, Government of Nagaland. The employees of the Government Colleges enjoy the benefits as per the norm and pay roll fixed by the Government and in other hand, Private College employees does not enjoy the same benefits as

enjoyed by the Government college teachers. Out of 66 colleges, 50 colleges are private and 16 are Government colleges. Thus, private colleges play a major role in providing higher education in Nagaland. It is therefore the researcher is interested to know about the turnover of the teachers in the two category of college in Nagaland.

### 2. SIGNIFICANCE OF THE STUDY:

Employee turnover of colleges topic is selected since no research has been conducted in Nagaland in this topic. The workforces in colleges are teachers and Teachers should enjoy a high social status, regards and esteem conferred upon them by society. As a nation builder, this in turn gets translated into responsibility. Economic benefits, job security ... are generally perceived as necessary conditions for improvement in the social status of teachers.

To survive in the sophisticated, dynamic and high competitive globe, (survival of the fittest) the improve the quality of its human resources, increase productivity, cut down wastages, inefficiency and change the old pattern of management by modern techniques of Personnel Management.

The proposed study will highlight the scenario of turnover in the colleges of Nagaland. The stakeholders will be enlightened with the information so that quality in higher education should improve and cut the high employee turnover and retain the faculty to deliver the quality in higher education.

Hence, the study will be of immense help to boost the morale of especially the teaching fraternity of the colleges in Nagaland of both private and government colleges which will have positive impact in the production of quality human resources.

### 3. OBJECTIVES OF THE STUDY:

The key objectives of the proposed study are:

1. To highlight the present scenario of turnover of teachers in the colleges of Nagaland
2. To identify either there is difference between Government and Private College teachers' regarding turnover in Nagaland.
3. To recommend the measure to reduce turnover in colleges of Nagaland

### 4. METHODOLOGY:

The study is based on empirical approach. In order to achieve the objectives, information has collected from both primary and secondary sources.

The secondary information has collected mainly from Nagaland University Annual report,

Directorate of Higher Education, Government of Nagaland, Statistical handbook.

The primary data are collected from 300 college teachers of Nagaland (150 each for Private and Government colleges) and from 20 principals of the colleges (10 each from Government and Private Colleges).

Data so collected were analyzed and interpreted theoretically to draw the inferences and conclusions.

**4 (i) HYPOTHESIS:**

**Ho1** ‘Regarding employee turnover, there is no significance difference between Government and Private College teachers of Nagaland’.

**4 (ii) Operational terms used in the study:**

1. Employee: College teachers of Nagaland
2. **Employee Turnover Ratio = Number of employees retired/left job before completion of ten years from the college prior to superannuation: Number of employees continuing for ten years and more.**
3. Limits of the ratio are considered as under:  
**15%: Very high, 10% - 15%: High, 5% - 10%: Low, 0 – 5%: Low (Upper limit is exclusive)**

**4 (iii) SAMPLE DESIGN:**

The population of the study comprises of College teachers and Principals from Nagaland. Convenience sampling method is used to collect the data. The target populations of this study consist of 300 college teachers (150 Government and 150 Private) and 20 college principals’ from the state of Nagaland. The data was collected from the month of March 2019 to October 2019.

**4 (IV) TOOLS OF DATA COLLECTION**

A well designed structured questionnaire was used for collecting primary data from the sample

College Teachers and Principals’. The questionnaire consists of two parts:

1. First part of the questionnaire containing information of respondents regarding personal detail.
2. The second part of the questionnaire was containing questions regarding employee turnover.

**4 (v) STATISTICAL TECHNIQUES APPLIED**

Structured questionnaire are used for collecting primary data from the Samples. The data so collected are classified and tabulated. Statistical tools such as- frequency, average, Skewness, mean deviation, standard deviation, is used for measurement of descriptive statistics. Diagrams and figures are used to present the data visually. Parametric and non-parametric test are conducted to find out the relevance and to interpret the collected data to draw meaningful conclusions. SPSS was used as Statistical software for the analysis of data.

**II. ANALYSIS AND INTERPRETATION**

**Part – 1: Analysis of data collected from the respondent College teachers of Nagaland.** The data so collected are analyzed for the purpose of the study and to attain the desired objectives, following parameters have taken into consideration for both the types of colleges:

1. Gender of respondent college teachers
2. Age of respondent college teachers
3. Length in service
4. Monthly salary
5. Qualification
6. Employee benefits and payment system
7. Employee turnover ratio
8. Intention to leave current job

**1.1: Gender of respondent college teachers:**

**Table 1.1:** Gender of College Teachers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	97	32.3	32.3	32.3
Female	203	67.7	67.7	100.0
Total	300	100.0	100.0	

**Source: Primary data**

Tables 1.1 depict the gender of College teachers of Nagaland. Male teachers are 32.3% to 67.7% are female. Hence, most of the college teachers in Nagaland are female. When it is converted into ratio, it is 2:1.

It is concluded that majority of the college teachers in Nagaland are female than that of male.

**1.2: Age of respondent college teachers:**

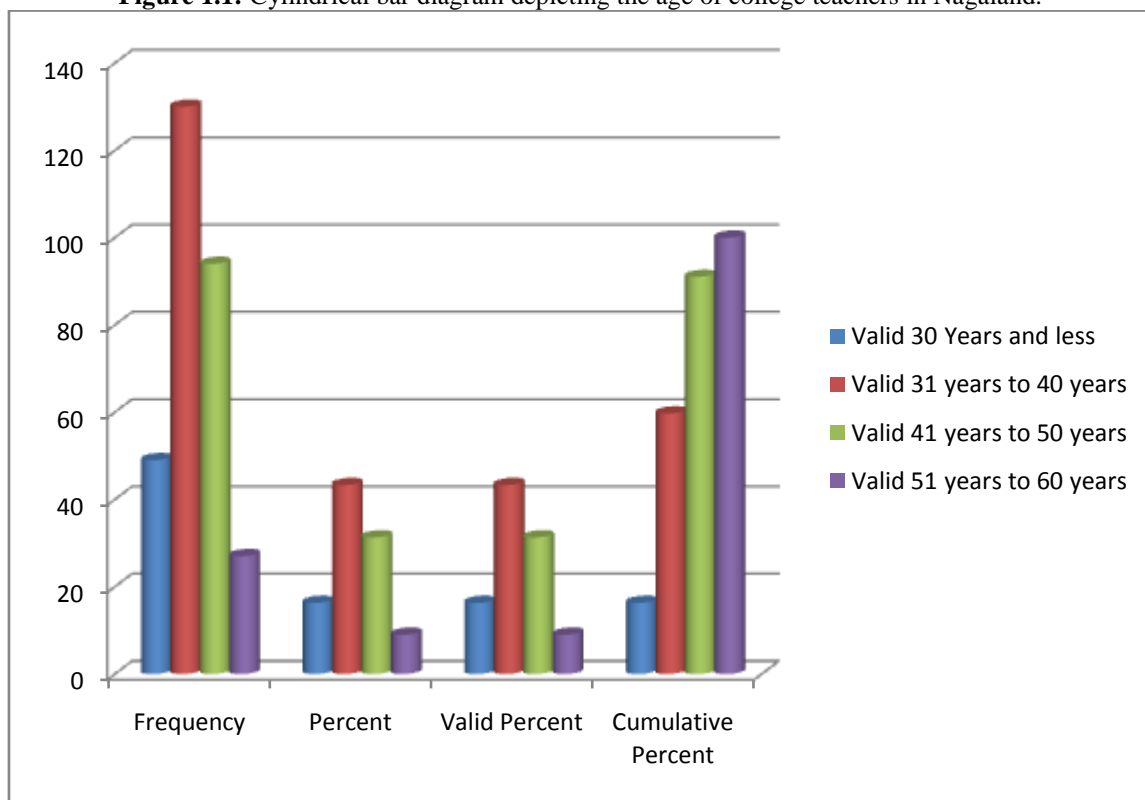
The age of respondent teachers are measured under four scales; 30 years and less, 31 to 40 years, 41 to 50 years and 51 years and above. The frequency and percentage of age of teachers are highlighted in table 1.2 and figure 1.1

**Table 1.2:** Age of College Teachers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 30 Years and less	49	16.3	16.3	16.3
31 years to 40 years	130	43.3	43.3	59.7
41 years to 50 years	94	31.3	31.3	91.0
51 years to 60 years	27	9.0	9.0	100.0
Total	300	100.0	100.0	

Source: Primary data

**Figure 1.1:** Cylindrical bar diagram depicting the age of college teachers in Nagaland.



Source: Primary data

Out of 300 teachers in Government and Private Colleges, 49 are of age less than 30 years. 130 teachers are of the age between 31 to 40 years. 94 teachers are of the age in between 41 years to 50 years and 27 of them are of the age above 50 years.

60% of the College teachers in Nagaland are of the age less than 41 years. 31.3% of them are in the age group of 41 years to 50 years and 9% of the teachers are above 50 years. 75% in average of the college teachers in Nagaland are of the age group in between 31 – 50 years.

Cylindrical diagram given in Figure 1.1 represents the frequency of teachers' age group. Blue cylinders indicate the frequency of teachers age  $\leq$  30 years, red indicate the age group between 31 years to 40 years, green – between 41 years to 50 years of age and purple represent age group above 50 years.

Conclusion: - it is concluded that majority of the college teachers in Nagaland are of the age less than 40 years (60%).

**1.3: Length in service of college teachers in Nagaland**

**Table 1.3 (i): Length in service of College Teachers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	87	29.0	29.0	29.0
5 - 10 years	68	22.7	22.7	51.7
11 to 15 years	53	17.7	17.7	69.3
16 to 20 years	50	16.7	16.7	86.0
Above 20 years	42	14.0	14.0	100.0
Total	300	100.0	100.0	

Source: Primary data

From the table above, it is found that 29% of the college teachers in Nagaland are in service for less than five years, 22, 7% are in service between 5 to 10 years, 17.7% of them are in service in between 11 to 15 years. Whereas, 16.7% of the college teachers in Nagaland are in service for 16 to 20 years and 20 years and above are 14%. 51.7%

college teachers in Nagaland are in service for 10 years and less.

**Comparison of Government and Private College teachers:**

The comparison of length in service of Government and Private College teachers in Nagaland is tabulated below -

**Table-1.3 (ii): Sample respondents according to length of service**

Service length (in years)	Frequency		Percentage		Average %
	Govt. College	Private College	Govt. College	Private College	
>5	26	62	17	41	29
5 - 10	22	46	15	31	23
11 - 15	32	21	21	14	17.5
16 - 20	34	15	23	10	16.5
21 & <	36	06	24	04	14
Total	150	150	100	100	100

Source: primary data

Table 1.3 (ii) depicts that the percentage of Government college teachers increases with the increase in the length of service but the trend of private college is just opposite as it decreases with the increase in the length of service. 72% of the Private college teachers are in service less than 10 years and 4% are in service for 20 years and more. Whereas in Government colleges, 32% of the teachers are in service less than 10 years and 44% of the teachers are in service between 11 -20 years and 24% are in service for more than 20 years. In average 51% of the college teachers in Nagaland are in service for less than 10 years, 34% are in service in between 10 years to 20 years and 14% are serving for more than 20 years.

Cross tabulation was conducted for age of the respondent college teachers with length of service of both the category of the colleges; it is

found that 78% of the private college teachers are of the age 40 years and less. In case of Government college respondent teachers, the age groups are evenly distributed.

Hence, majority of the Private college teachers are new recruits. It has a direct relationship with the turnover. In contrast, most of the Government college teachers are senior teacher. It reflects that there is a high employee turnover ratio in private colleges of Nagaland.

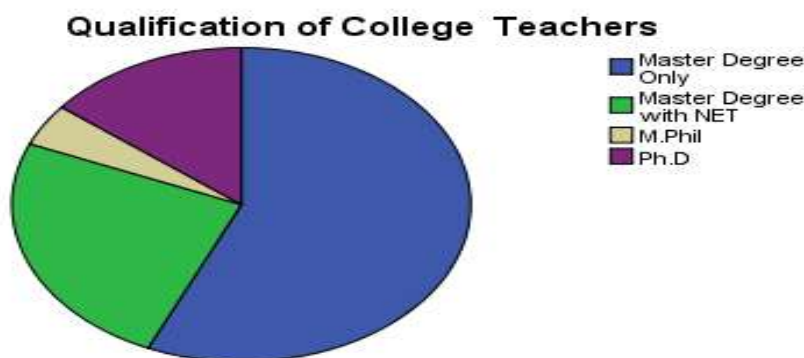
**1.4: Qualification of College Teachers-** the qualification of the respondent college teachers are measured by dividing into four groups – Master degree only, master degree with NET, M.Phil and Ph.D. The responses are depicted in table 1.4 and figure 1.2 tabulated below

**Table 1.4 - Qualification of respondent College Teachers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Master Degree Only	170	56.7	56.7	56.7
Master Degree with NET	74	24.7	24.7	81.3
Valid M.Phil	13	4.3	4.3	85.7
Ph.D	43	14.3	14.3	100.0
Total	300	100.0	100.0	

Source: primary data

**Figure 1.2 – Pie-Chart representing the qualification of respondent college teachers**



Source: primary data

It is found from the table 1.4 and pie chart given in figure 1.2, that 56.7% of the college teachers in Nagaland are Master degree holders only, 24.7% of them had qualified NET. 4.3% and 14.3% of the teachers in colleges of Nagaland have M.Phil and Ph.D. Degree respectively.

It is found that majority of the college teachers in Nagaland are master degree holders without NET and Ph.D.

**1.5: last month salary** - Last month salary drawn by the respondent college teachers are divided into four intervals. The comparative figure on monthly salary of Government and Private College teachers are highlighted in table 1.5.

**Table-1.5: Sample respondents according to last month salary**

Salary (last month) in Rupees)	Frequency		Percentage		Average %
	Govt. College	Private College	Govt. College	Private College	
>20,000	34	60	22	40	31
20,001 – 40,000	00	86	00	57	28.5
40,000 – 60,000	04	04	03	03	03
< 60,000	112	00	75	00	37.5
Total	150	150	100	100	100

Source: primary data - (Data collected in the month of May 2019 to October 2019)

Table 1.5; reflect the salary drawn by the College teachers of Nagaland in the month of April/May 2019. It is found that 40% and 22% of the Private College and Government college teachers respectively draws salary Rupees twenty thousand and less per month. None of the Government College teachers draw salary in between Rupees 20001 – 40000. But majority of the private college teachers’ salary in Nagaland is

in between Rupees 20001 – 40000 which comprises 57% of the total private college teachers. Only 3% of teachers of both the colleges’ receive salary in between Rs. 40001 – 60000. None of the private college teachers receive salary more than Rs. 60000. 75% of the Government college teachers receive salary more than Rupees 60000. In average, 31% of the college teachers in Nagaland receive Rs. 20000 and less salary. 28.5% receive



salary in between Rs. 20001 to Rs. 40000, 3% in between Rs. 40001 to Rs. 60000 and 37.5% of the college teachers receive more rupees sixty thousand.

It has concluded that, 97% of the Private College teachers receive Rupees 40000 and less as their salary and 75% of the Government college teachers receive more than Rupees 60000 as their salary.

**Part – 2: Analysis of data collected from the respondent College Principals’ of Nagaland**

The principals’ of twenty colleges (ten Government and ten Private Colleges) are asked three questions

each regarding the employees (teachers) turnover. The questions are as under:

1. Turnover of the employees in the colleges
2. Percentages of the turnover in the last ten years
3. Leaving the job before retirement age

The above three parameters are taken into consideration to measure the employee turnover based on the responses from the principals of the colleges.

Accordingly, the data collected from the primary source had processed in SPSS software applying statistical tools relevant to the studies and conclusions drawn.

**Table 2.1; Statistics**

		Turnover of employee in the college	Percentage of turnover in last ten years	Leaving of job before superannuation/retirement age
N	Valid	20	20	20
	Missing	0	0	0
Mean		1.35	1.30	1.50
Std. Deviation		.489	1.380	.513
Skewness		.681	.998	.000
Std. Error of Skewness		.512	.512	.512

Source: primary data

**Table 2.2: Turnover of employee in the college**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	13	65.0	65.0	65.0
Valid No	7	35.0	35.0	100.0
Total	20	100.0	100.0	

Source: primary data

Tables 2.2 reflect that, 65% of the college principal mentioned that there is turnover of the teachers in the colleges of Nagaland. 35% of them are of the opinion that there is no turnover.

**2.4: Comparison of Employee Turnover in Government and Private Colleges of Nagaland**

**Table 2.3 (i): Turnover of employee in the Government College**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	3	30.0	30.0	30.0
Valid No	7	70.0	70.0	100.0
Total	10	100.0	100.0	

Source: Primary Data

From the table given above, 70% of the respondent principals mentioned that there is no turnover of the teachers in the Government Colleges.

**Table 2.3 (ii): Turnover of employee in the college – Private College**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	10	100.0	100.0	100.0

Source: Primary Data

Table 2.3(ii) depict that the turnover of teachers in the Private Colleges are 100%.

Pie Chart representing the turnover of employee in Government and Private Colleges

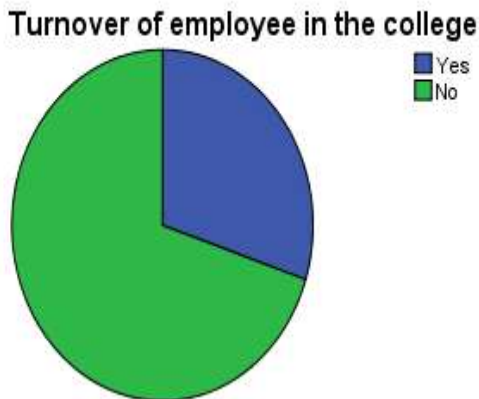


Figure 2 (a): pie chart depicting turnover of Government College teachers'



Figure 2 (b): pie chart depicting turnover of Private College teachers'

When the comparison has made in between the figures given in pie chart above, the turnover in Government Colleges are very low and in case of Private Colleges, the turnover is 100%. It has concluded that the turnover of employees in Private colleges is very high and in case of Government colleges, it is very low.

**The turnover in the Government Colleges is very low, and in other hand, there is a high turnover of employee in the Private colleges' of Nagaland.**

**Test of significance: Hypothesis testing**

Mann-Whitney Test

Test Statistics <sup>a</sup>	
	Turnover of employee in the college
Mann-Whitney U	15.000
Wilcoxon W	70.000
Z	-3.199
Asymp. Sig. (2-tailed)	.001
Exact Sig. [2*(1-tailed Sig.)]	.007 <sup>b</sup>
Exact Sig. (2-tailed)	.003
Exact Sig. (1-tailed)	.002
Point Probability	.002

a. Grouping Variable: college principal

Test of Normality

	college principal	Shapiro-Wilk		
		Statistic	df	Sig.
Turnover of employee in the college		.594	10	.000

The significance value of Shapiro-Wilk test is .000 at 10 df and the statistical value is .594. Since, the value is less than .05; the data are not distributed normally. Hence, the result value of 1

tailed test will be taken into consideration. The p value of Mann-Whitney test (1 – tailed) = .002.  $p = .002 \leq .05$ . There is significance different between the employee turnovers.  $H_0$  (1) 'there is no



significance difference between the employee turnover in the Government and private colleges of Nagaland’ is rejected and the alternative hypothesis H1 (1) is accepted. Thus the statement will be

**‘There is significance different between the employee turnover in the Government and Private colleges of Nagaland’**

**Table 2.5 : Percentage of turnover in last ten years**

	Frequency	Percent	Valid Percent	Cumulative Percent
0	7	35.0	35.0	35.0
More than 15%	6	30.0	30.0	65.0
Valid 10-15%	4	20.0	20.0	85.0
Less than 5%	3	15.0	15.0	100.0
Total	20	100.0	100.0	

Source: primary data

Out of 65% principals’, 46% which comprises 30% in the table, mentioned that the percentages of turnover are more than 15%. About 30% (20% in total) opted for 10 -15% turnover and 23% (15% actual) mentioned the rate of turnover is less than 5%.

**2.6: Leaving of job before superannuation/retirement age**

**Table 2.5 :** Cross tabulation of government and private college principal with leaving job prior to superannuation/ retirement age

			Leaving of job before superannuation/retirement age		Total
			Yes	No	
college principal	Government College	Count	0	10	10
		Expected Count	5.0	5.0	10.0
	Private College	Count	10	0	10
		Expected Count	5.0	5.0	10.0
Total		Count	10	10	20
		Expected Count	10.0	10.0	20.0

Source: primary data

The count depicted in table 2.5 shows that 100% of the Government College retires after attaining superannuation/retirement age and in contrast, 100% of the Private college teachers leave the job before reaching retirement age or superannuation.

**III. MAJOR FINDINGS**

The major findings drawn from the study are enlisted as under –

**Part-1: finding from respondent college teachers**

1. The findings from the primary data collected from the respondent college teacher of the study shows that majority of the college

teachers in Nagaland are female which comprise of 67.7%. The ratio of male teacher to female is 2:1. Hence, most of the college teachers in Nagaland are female.

- 60% of the College teachers in Nagaland are of the age less than 41 years. 31.3% of them are in the age group of 41 years to 50 years and 9% of the teachers are above 50 years. 75% in average of the college teachers in Nagaland are of the age group in between 31 – 50 years.
- 29% of the college teachers in Nagaland are in service for less than five years, 22, 7% are in service between 5 to 10 years, 17.7% of them are in service in between 11 to 15 years.

Whereas, 16.7% of the college teachers in Nagaland are in service for 16 to 20 years and 20 years and above are 14%. 51.7% college teachers in Nagaland are in service for 10 years and less.

Majority of the college teachers in Nagaland are serving in colleges for 10 years and less in average.

3 (a) **Private colleges:** 72% of the Private college teachers are in service less than 10 years and 4% are in service for 20 years and more. 78% of the private college teachers are of the age 40 years and less.

3 (b) **Government Colleges:** In Government colleges, 32% of the teachers are in service for less than 10 years and 44% of the teachers are in service between 11 -20 years and 24% are in service for more than 20 years. The age groups are evenly distributed in Government Colleges of Nagaland.

4. 56.7% of the college teachers in Nagaland are Master degree holders only, 24.7% of them had qualified NET. 4.3% and 14.3% of the teachers in colleges of Nagaland have M.Phil and Ph.D. Degree respectively. Majority of the college teachers in Nagaland are master degree holders without NET and Ph.D.

5. 40% and 22% of the Private College and Government college teachers respectively draws salary Rupees twenty thousand and less per month. None of the Government College teachers draw salary in between Rupees 20001 – 40000. But majority of the private college teachers' salary in Nagaland is in between Rupees 20001 – 40000 which comprises 57% of the total private college teachers. None of the private college teachers receive salary more than Rs. 60000. 75% of the Government college teachers receive salary more than Rupees 60000. In average, 31% of the college teachers in Nagaland receive Rs. 20000 and less salary. 28.5% receive salary in between Rs. 20001 to Rs. 40000, 3% in between Rs. 40001 to Rs. 60000 and 37.5% of the college teachers receive more rupees sixty thousand. It has concluded that, 97% of the Private College teachers receive Rupees 40000 and less as their salary and 75% of the Government college teachers receive more than Rupees 60000 as their salary.

#### **Part-2: finding from respondent college Principals'**

1. 65% of the college principals' mentioned that there is turnover of the teachers in the colleges of Nagaland. 35% of them are of the opinion that there is no turnover. The turnover in the Government Colleges is very low, and in other

hand, there is a high turnover (100%) of employee in the Private colleges' of Nagaland.

2. Out of 65% principals' those had mentioned turnover in the colleges, 46% mentioned that the percentages of turnover are more than 15%. About 30% opted for 10 -15% turnover and 23% mentioned the rate of turnover is less than 5%. Hence the turnover of teachers in colleges of Nagaland is high.
3. 100% of the Government College teachers retire after attaining superannuation/retirement age and in contrast, 100% of the Private college teachers leave the job before reaching retirement age or superannuation.

#### **IV. SUGGESTION:**

The following suggestions are worth mentioning to improve the quality education in the state of Nagaland by reducing the employee turnover.

1. It is suggested to improve the payroll of the private college teachers by developing mechanism through comprehensive plan by the state Government in consultation with stakeholders.
2. To recruit qualified teachers as prescribed by University Grants Commission.
3. Teachers should encourage enhancing career through training and participation in different career enhancing courses.
4. Promotion Avenue, retirement benefits and other fringe benefits need improvement in both the category of colleges.
5. To educate the students about the best use of cell phone in schools and colleges.
6. Private college teachers deserve at par treatment with that of Government college teachers.

#### **V. CONCLUSION**

It has concluded from the studies that high employee turnover prevail in the colleges of Nagaland especially in the private colleges. Most of the Private college teachers hold service for 10 years and less and are of the age 40 years and less. Majority of the private college teachers is Rs. 40,000 and less. Most of the Government college teachers receive salary more than Rs. 60,000 /-.

Regarding the qualifications, majority of the college teachers in Nagaland are Master degree holders only. Few have qualified National Eligibility Test for Assistant Professor and meager have Ph.D.

The turnover in Private colleges is almost 100%. On the other hand, the turnover in Government colleges is almost zero.

In order to improve the quality of higher education in Nagaland, quality of teachers need improvement by giving equal treatment to the teachers of Private colleges with that of Government colleges. Complete laid down norms and criteria should be followed while recruiting college teachers. Comprehensive plan needed to retain the senior teachers in the colleges.

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