

## Strategies for Employee Retention in Indian Higher Education System

Sachin Jadhav <sup>[1]</sup>

Swati Jadhav. <sup>[2]</sup>

Lavanya M <sup>[3]</sup>

**Abstract:** Employee retention represents the methods employed by the management to help the employees to work with the organization for a long time.

"Great vision without great people is irrelevant." Jim Collins

This statement clearly brings out the necessity of good people in the organization and thereby underscores the need for introducing better retention policies. Employee retention is a business management term referring to efforts by employers to retain current employees in their workforce. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. In Indian education sector employee retention is a big challenge in front of every promising organization. This study observes that job satisfaction and challenging work proves significant in retaining key employees. Through this study we have attempted to focus on various reasons of faculty turnover and strategies that management can implement to retain good faculty members.

**Key Words:** Employee retention, turnover, job satisfaction, job rotation, retention strategies.

### I. INTRODUCTION

"Our assets walk out of the door each evening. We have to make sure that they come back the next morning"

- Narayan A. Murthy  
Founder President Infosys.

Employee retention, especially of crucial employees is a key challenge in every organization on either business or education system. Every resignation saved is every rupee earned. It is the faculty who adds values & shapes to the future of the nation by developing students. As mentors, they are the role models for students. Employee retention simply means encouraging employees so that they remain in the organization and perform their duties successfully to give best results to employer as well as employee.

In an Indian higher education system, retaining intellectual and talented employees is a major challenge. "Talent" is a word that has become jaded now days; however, in relation with academics it is very crucial because it is not only related with organization or society but with whole human civilization. Through this research paper we are trying to highlight the need of faculty retention in higher education system and have suggested some major solutions with which we can do it.

### II. EMPLOYEE RETENTION IN HIGHER EDUCATION SYSTEM IN INDIA

Good faculty members are valuable assets to any good educational organization. In today's world, talented candidates have plenty of opportunities available and are ready to switch jobs if they are not satisfied with work culture and work environment.

All the leading higher educational institutes including IIT and IIM are maintaining their standard and quality for the reason that they have well qualified and highly intelligent faculty members, whom they have managed to retain for years. Good quality teachers impart quality education and stability to the education system which will help to the overall development of the students.

### III. BASE OF THE STUDY

A survey was undertaken for which we have designed a questionnaire and was circulated in the colleges. The response we received states the following facts:

1. The study observed the fact that intellectual and talented people used educational institutes as parking lot and as they get opportunity they fly to industry and corporate sector.
2. Profit oriented academic strategy is a major problem now a days. Today, education is not for the sake of education but is more oriented towards profit and loss. It has become edu-business. Instead of retaining a well-qualified employee, management manages two or three people in the same salary.
3. Syllabus prescribed by the universities and current trends in the market are not synchronized with each other. So teachers are not in touch with the new development in their respective fields.
4. Academic institutes are concerned a lot about development of students and pay a lot for it but they are less successful in helping their faculty and staff in improving their skills.

<sup>[1]</sup> Assistant Professor, Dr. D.Y. Patil Educational Complex, Akurdi, Pune,

Email: sachinjadhav412@gmail.com

<sup>[2]</sup> Assistant Professor, Dr. D.Y. Patil Educational Complex, Akurdi, Pune,

Email: swatimohite412@gmail.com

<sup>[3]</sup> Assistant Professor, Dr. D.Y. Patil Educational Complex, Akurdi, Pune,

Email: mlavanya1987@gmail.com

Based on the study and above observed facts we found some reasons, why employee leaves the organization.

## **IV. CAUSES OF EMPLOYEE TURNOVER**

### **1. Lack of Consideration**

Consideration and recognition is the basic expectation of every human being. Everyone wants to be recognized and rewarded for a job well done. It is part of our nature. Recognition does not have to be monetary. The most effective recognition is sincere appreciation. Recognizing employees is not simply a good thing to do but an effective way to communicate appreciation for positive effort, while it also reinforces those actions and behaviors. If the employee feels neglected and not worth considered for his achievement, he/she feels alighted.

### **2. Attractive Salary/Compensation Package**

Attractive compensation package plays a crucial role in retaining the employees. Compensation constitutes the largest part of the employee retention process. The employees always have high expectations regarding their compensation packages. These packages include salary, bonus, benefits and vacations. Providing incentive to extra work done other than teaching increases the morale of faculty.

Salary and monetary incentives is one of the prominent reasons of employee turnover in the education sector. As compared to corporate world, they are paid less and therefore, they switch immediately when they get an opportunity.

### **3. Lack of Challenges**

Employee satisfaction is essential for the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Lack of challenges in the job profile also tempts employees to resign from the job as their urge for creativity and facing challenges is not satisfied.

An employee who has no interest in his or her field, or the position in which he or she begins in a job, may initially put forth his or her best effort. However, this employee will often become bored with the work because there is no intrinsic motivation to succeed. Finding the daily job mundane reduces the individual's desire to show up to work and to do the job well. In this case, the employee may continue to come to work, but his or her efforts will be minimal.

### **4. Overload of Clerical Work Than Creative Work**

Creativity is the thing that makes life interesting and worthy of living. When a person is involved in a creative work he gives his best efforts which results in desired success. Every human being longs for innovative and creative things and if it is missing the person loses interest. In India, teachers at higher education level are forced to do a lot of clerical work for maintaining documents and proofs and hence faculty get less or no time for creative and innovative things. This tempts them to switch to the field of their own interest which will satisfy their urge for creativity and innovation.

### **5. Lack of Job Rotation**

Indian scenario of higher education is theory-oriented rather than practical-oriented. Even though practical knowledge is

given in the institute premises, students are not exposed to industry. The syllabus prescribed by the University is not revised for minimum five years. Faculty members are forced to teach same texts for a long time. This monotonous activity along with the lack of job rotation becomes boring and faculty members tend to resign or switch.

### **6. Work Culture and Environment**

Work environment is also the main cause for faculty turnover. Every employee would want to work in the environment that he is comfortable in. This is one such of the reasons why employees jump from one organization to another in a just a couple of months. Rotten, unfavorable work culture and work environment creates stress and unwanted pressure on the employees. They are not concentrated towards work but worried about other factors which results in employee turnover. Lack of cooperative colleagues also disturbs the environment.

### **7. Favoritism/Nepotism**

Favoritism is exactly what it sounds like: favoring someone not because he or she is doing a great job, but for reasons outside of the job performance. Oftentimes, favoritism occurs when a HOD or Principal and an employee have developed a friendship beyond the workplace. Perhaps they worked together previously and have a shared history, or maybe they have bonded over common outside interests, like sports or music. Unnecessary favoritism creates negative impact. When either favoritism or nepotism takes place in the workplace, the effect is usually the same. It leads to a number of negative results, such as slower morale of efficient employees, resentment, stunted growth etc. The loyal and faithful employees feel neglected and alienated which results in faculty turnover.

### **8. Family Conditions**

Family is an integral part of anyone's life and especially in case of women employee family conditions plays an important role in retaining these employees. Job profile and transfers of spouse is one of the reasons of faculty turnover in case of female candidates. If their husbands are working somewhere else and get transferred they have to shift with the family and this causes employee turnover. Medical conditions also add to it as pregnancy, weakness force female employees to leave the job.

### **9. Work-Life Imbalance**

Work life imbalance is another reason of employee turnover. If the person is not satisfied and disturbed it automatically results in faculty turnover. Location of the organization is another factor that adds to employee turnover because if the basic amenities like transportation facilities, hygiene facilities, and canteen facility are not available, then employees think of switching the job.

### **10. Lack of Academic Leadership**

Another prominent reason of employee turnover is lack of academic leadership. The academic leaders are mainly concerned with profits and won't pay attention to motivating the employees and contributing towards their development. Academic leader should work as a mentor for faculty members who will ignite their minds to give their best efforts.

Academic leader either HOD or principal should support the faculty members in their problems and praise them for their deeds. Faculty members in many organizations are effectively committed and connected with their respective leaders rather than to the organization as a whole.

### **11. Students**

Student is an integral part of education system. It is with student that everything in education sector depends and relates. Good students motivate faculty members to learn new things and to explain them, at the same time give mental satisfaction to the faculty member. Lack of enthusiasm and contribution on the part of students can be a reason for employee turnover. If students are not interested in the process of learning, faculty member will not get that satisfaction and will tend to leave the organization. Every good organization maintains its position only due to quality students and faculty members.

### **12. Lack of The Sense of Belongingness**

Employee's attitude towards the organization and workplace is very important in the growth of the organization. When employees have intelligence but rotten attitude they turn out to be perverted persons in the organization. To trace this, we can take reference of Life positions from Transactional analysis. Transactional analysis theory has four life positions such as

1. I am not ok, You are ok
2. I am not ok, You are not ok
3. I am ok, You are not ok
4. I am ok, You are ok

First life position represents submissiveness, and is of inferiority complex. Second position reflects both have inferiority complex. The third position reflects aggressiveness and superiority complex. The fourth position represents assertiveness and it is ideal position. Many employees tend to adopt first three life positions and hence it prevents them from developing right attitude and creating sense of belongingness. Thus it can be a reason for employee turnover.

## **V. IMPACT OF EMPLOYEE TURNOVER**

As any other sector, higher education also has its own impacts of employee turnover. If it is not taken into proper consideration, it can affect the quality of education. These impacts are as follows-

### **1. Impact on Students and Academics**

Employability is a major issue in today's world. If organization retains excellent faculty members it will help the students for their overall development and placement. If faculty is not permanent then it hampers the overall development of students. Due to faculty turnover, academic and students growth gets hampered. Students need to start from the beginning while adjusting with methods of a new faculty member. It wastes the time of students and they may develop negative attitude towards the subject.

### **2. Cost Involved in The Process of Recruitment**

During the process of recruitment, employer needs to publish advertisement and conduct several rounds of interviews. This is a lengthy process and consumes a lot of time and at the same time it is expensive. Organization unnecessarily needs to engage its manpower to conduct and carry out these activities effectively. To avoid this employers can encourage internal sources for recruitment, this will save time, energy and money.

### **3. Risk of Employing Inexperienced and New Candidates**

Faculty turnover increases the risk of recruiting people who are less or no experienced. This leads to recruitment of adjunct or part time faculty members, visiting or freelancing faculty members which is not good from student's point of view as by implementing these means they will not get quality education and will not be competent to face the competition in the market.

### **4. Cost Involved in Training A Candidate**

As one faculty member leaves the organization it is but obvious that organization have to employ new faculty member. The new joiner needs time to adjust with the environment, to understand policies, to mix with the work culture. Along with this the employee needs training and organization needs time and money to spend on the training. This causes waste of time and money.

## **VI. STRATEGIES TO RETAIN FACULTY MEMBERS**

"Get the right people on the bus and the wrong people off the bus" -Jim Collins

It is rightly said that good people help to foster the growth of the organization and hence we have to keep those good people in the bus for betterment of our organization. Here are some strategies which will definitely help every employer to retain good employees.

### **1. Give Job Rotation**

Job rotation, sometimes called cross training, is one of the many forms of on-the-job training. Job rotation is all about settling employees at the right place where they can deliver the maximum results. The concerned head should give subjects to the faculty members in rotation which will help to retain his/ her interest in the subject, will try to learn new things, will study new things and which will help to retain the interest in the subject and it will not become a routine. Job rotation is important and helpful from various points of views as it helps individuals to explore their interests, to identify employees' skills, knowledge and interests, it helps the seniors to explore the hidden talent etc.

### **2. Salary**

Organizations should offer the salary and monetary rewards in remarkable amounts, to fulfill the needs of a person which will attract the person towards the job. It has been observed that corporate packages tempts academicians a lot and is

one of the prominent reasons of faculty turnover. The organizations can avail the facility of offering bonus for the excellent work done by the faculty member which will motivate others also to give their best.

### **3. Sabbaticals**

Organizations should offer the facility of sabbaticals and study leaves to the faculty members, which will help the organization to retain the talent. The academic leaders should support and encourage their faculty members for research work, encourage and motivate them to attend workshops, seminars, publish and present research papers etc. which will help for their self-development

### **4. Flexible Work Hours**

Like the corporate world, academic institutes should observe performance in terms of target and achievements and should provide flexible work hours which will help employees to maintain work life balance. The leader should do the allotment of work as per the interest of the faculty members which will help in faculty retention. When work-life balance is structured properly, both employee and employer come out ahead. Encouraging employees to set work-life goals, such as spending more time with their children, communicates that you really want them to have a life outside of work and achieve a healthy work-life balance.

### **5. Make Employees Feel Valued**

Employees will go extra mile if they feel responsible for the results of their work. Employees should be rewarded at high level to motivate even higher performance. These rewards have terrific motivational power. Some gifts should be given to the employees from time to time during festive season, so that they will feel good and will understand that management is concerned about them and by this means it will help them to build sense of belongingness towards the employer and the organization.

### **6. Maternity and Paternity Leave**

Academic institutes should start the implementation of paid leaves like maternity leave and paternity leave. The organizations can start daycares for the kids of its employees and this will relieve the employee from unwanted family stress and that person will stay with the organization for long time.

### **7. Provide Job Security**

Stability and job security is the foremost concern of every employee. Each employee tries to find out safe and secure job so all the academic institutes should provide job security to its employees, if a person is worried about his/her job every now and then then he/she will definitely try to switch.

### **8. Project Development for Students**

The academic leaders can encourage and motivate the faculty members to undertake new research projects in their field for the students. It will help students for better understanding of the concepts and actual working of the instruments. Academic leaders can also encourage the faculty members and students for in-house lab developments all these

activities will help to satisfy their urge for creativity and will help to retain them for long.

### **9. Exposure to Industry and New Technology**

Academic institutes should expose their faculty members to new technologies and trends through seminars, workshops and Industry-Institute interaction. Industry-Institute interaction is very crucial because through this programme, faculty members can visit the industries and take knowledge of new things. It will also prove beneficial for students' placement. This can also help them to develop their skills which will automatically result in updated quality education.

### **10. Foster Trust and Confidence in Senior Leaders**

It is important to develop strong relationships with employees from the start to build the trust. Employees have to believe that upper management is competent and that the organization will be successful. Employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management.

### **11. Facility of Health Insurance**

Health insurance is a great benefit to the employees. It saves employees money as well as gives peace of mind that they have somebody to take care of them in bad times. There is no such provision for health insurance in education sector. If an organization provides this facility it will attract employees and will help to retain existing faculty members.

### **12. Relationships and Communication**

Sometimes cordial relationship between leaders and employees helps for faculty retention. Management can involve senior faculty members in policy making and decision making activities so that issues of faculty members will be voiced out and they will feel valued as their opinions and suggestions were taken into consideration. Management can take feedback from faculty members on regular intervals after implementation of new policies, strategies which will help to maintain healthy cooperative environment.

## **VII. BENEFITS OF EMPLOYEE RETENTION**

Every organization in education sector should understand that people are their best commodity. Without qualified people who are good at what they do, any institute would be in serious trouble. In the long run, the retention of existing employees saves the organizations money and reputation in the market. Employee retention is of vital importance in education as it reflects its results in the society. Employee retention helps to maintain quality of education, employers money and time in recruitment process, reflects in students achievements, gives satisfaction to employees etc.

## **VIII. CONCLUSION**

Talent management and retention of talented employees is a double edged sword. If used prudently it could give very rich dividend, otherwise could spoil a rising star. Intelligent employers always realize the importance of retaining

best employees. Proper retention strategies are important in order to retain employees. These strategies include listening to employees, respecting their opinions, basing rewards on performances and concerns to assisting them with their career advancement.

Employees need to feel valued and appreciated, should be given feedback of their work, they have to be given work-life balance options and provide them with growth opportunities. All these retention strategies are beneficial when an employer wants to keep employees within the organization.

## IX. REFERANCES

1. Brockbank, W. (1999). If HR were really strategically proactive: present and future directions in HR's contribution to competitive advantage. *Human Resource Management*, 38(4), 337-352.
2. Brown, A., Forde, C., & Spencer, D. (2008). Changes in HRM and job satisfaction, 1998-2004: evidence from the Workplace Employment Relations Survey. *Human Resource Management Journal*, 18(3).
3. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.
4. Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland, OH: World Publishing.
5. Kelloway, E. K., & Barling, J. (2000). Knowledge work as organizational behaviour. *International Journal of Management Reviews*, 2(3), 287-304.
6. Lee, T. W., Mitchell, T. R., Wise, L., & Fireman, S. (1996). An Unfolding Model of Voluntary Employee Turnover. *Academy of Management Journal*, 39, 5-36.
7. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages*. New York: Academic Press.
8. Steers, R., & Porter, L. (1983). *Motivation & Work Behavior* (3ed.). New York: McGraw-Hill Book Company.