

The Current Challenges of Employee Retention in the Higher Education Sector in Punjab

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Abstract

The present study aims to explore the challenges faced by an academic organization in retaining its employees. It is thus the comparative study of retention of the faculty between the public and private higher education sector in Punjab. It has been seen that young prefer working in the corporative sector because of its attractive growth opportunities. In such a scenario recruiting and retaining talent is a challenge for every academic organization in the country. Organizations need to focus on interesting employee satisfaction because qualified employees are and becoming scarer and they are difficult to retain. The organization must value their employees treat as an asset. The blooming private sector stands far as the major providing sector compared to public universities, with the advent of the internet and social marketing sites, people have access to loads of relevant and real-time information, hence attrition. The research study aims at studying the different perspectives of the working in public and private universities in Punjab, that prompt them towards retention and attrition by throwing light on various factors. The analysis shows a significant positive relationship between effective communication in the organization and maintaining work-life conflict, workload, lack of career advancement, and unethical rules and regulation are the main reasons o employee turnover and low rate of retention.

Keywords: Human Resource, Employee Retention, Higher Education, Attrition, Public and Private Education Sector.

Introduction

Employee retention is one of the most crucial issues modern organizations are facing nowadays i.e. skilled employee turnover and flocculating economic growth. Replacing a long-tenured manager partially a marginally effective one had positive effects. Managers and researchers pay high consideration to the problem because of the high cost associated with it.

Employee retention as a part of talent management programs has gained importance in recent years. The organization is putting in lots of effort, time, and money for the recruitment and talent with them. It is more than keeping the employees in the organization and also involved sustaining employees primarily by enhancing their job satisfaction. Therefore, retention becomes the strategy instead of the outcome. These are efforts by a business to maintain a working environment that supports current human resources to remain with the organization. It is the process of encouraging employees' commitment and enhances workforce support for key corporate initiatives.

Get Les McKeon, defined employee retention as "A systematic effort by the employers to create and foster an environment that encourages current employees and remain employed by having the policies and practices in the place that address their diverse needs. The costs associated with turnover may include low customer, business, and damaged morale. In addition, there are hard costs of time spent on screening, verifying, references, interviewing, hiring and training the new employee just to get back to where you started".

The higher education sector in Punjab includes various public and private universities, autonomous universities, and deemed universities. The public universities could be further divided into central universities and state universities. Currently, 16 public universities are prevailing in Punjab out of which 6 are autonomous and one central university. Further 15 private universities have prevailed in Punjab.

Review of literature

The review of literature done for the following study is provided below:

Impact of respect, recognition, and rewards on employee satisfaction and by examining various practices adopted by Indian MNCs in retaining their employees. The study found a significant impact of the 3 R's in increasing employee retention and recreational activities and EPOs are motivating factors for employee retention.

Dutta A.B & Banarjee S. (2014) elaborated the retention factors such as training, recognition, career development and help in establishing the relationship of communication and motivation with the cause of employee retention. The study concluded that retaining employees demand the leader to reap and sensation of job security and satisfaction in the mind of employees.

Mehta M. & Kurbetti A. (2014) examined the factors like career development, talent management. Recruitment, training and development, compensation, work-life balance, the role of supervisor, work-related policies, and

performance show the significance of the influence of all these factors because organizations lay different emphasis on these points depending upon suitability impacting the retention.

BrefoManuh A. B., et al.(2016) indicated that institutes in Ghana operate relatively enviable motivational schemes including salary, allowances, free medical care and its impact on employee motivation and retention is seemingly significant however concerning non-financial elements of motivation to guarantee employee retention.

Methimaran K.B & Kumar A. A (2017) Found that training and development, recognition and reward system, comparative salary package, and job security are important factors to retain the employee. Further, improved coordination among employees and management will also contribute to the reduction of employee turnover.

Jansen J. D (2018) provided a survey of some of the key researches on employee motivation and discusses the role of superiors in motivating their employees to achieve high performance. The study also provides some tools that superiors can implement to raise employee motivation

Mauraya K.K & Aggarwal M. (2019) indicated that strategic move the employer branding towards human resource field is integrated with components of organizational attribute making it is an employer for preference. The impact of employer branding can be understood as an intangible organization’s culture and employee s perceived benefits valuation in comparison to others and it can control employee retention.

Objectives of the study:

The objectives of the study include:

1. To study current challenges of employee retention in a higher education institution.
2. To determine the factors which affect employee retention & high turnover in the higher education sector

Research methodology

The purposive sampling method has been used to select for the study. The researcher has selected the whole of Punjab state. Further, three public and three private universities have been selected for the study. The primary data is collected through a questionnaire from the employee working in public and private universities of Punjab. A structured questionnaire has been framed for the employees working in public and private universities in Punjab based on the existing research literature, academician’s opinions, and feedback provided by the employee working in the higher education system in Punjab.

The sample frame consists of the public and private universities working in the Punjab state. The sample size is 600 employees working at various levels in public and private universities in Punjab. The equal number of employees from public and private universities has been taken i.e. 300 from public universities and 300 from private universities.

Data Analysis

The analysis for the challenges of employee retention in the higher education sector has been provided below using weighted mean by assigning highest weightage i.e, 5 to strongly agree and lowest i.e. 1 to strongly disagree, and calculating standard deviation. Further category-wise analysis has been presented by utilizing weighted mean, Mann Whitney test, and Kruskal Wallis.

The overall mean of responses regarding challenges of employee retention and turnover

| s.no | Statement / factor | Mean | Std. Dev. |
|------|--|------|-----------|
| 1 | Do you think employee retention helps the development of the organization? | 4.24 | 0.429 |
| 2. | Does the university management communicate effectively and transparently with all employees? | 4.19 | 0.472 |
| 3. | Is there a direct link between performance and pay? | 4.2 | 0.424 |
| 4. | Does the working hours and level of satisfaction are good? | 4.12 | 0.468 |
| 5. | Is the employee behave in a way that reflects their values of excellence? | 4.01 | 0.666 |
| 6. | Is university management maintaining very high standards of quality of education? | 3.96 | 0.652 |
| 7. | Does employee productivity identify future challenges & growth opportunities ? | 4 | 0.646 |
| 8. | Are the employees satisfied with the chances of promotion? | 3.85 | 0.743 |
| 9. | Are equity and fairness are followed in the system of promotion? | 4.14 | 0.521 |
| 10. | Does the employee have adequate opportunities to develop professional skills? | 4.04 | 0.515 |

| | | | |
|-----|---|------|-------|
| 11. | Do the superiors help their subordinate to get the job duties? | 3.93 | 0.547 |
| 12. | Does the university have clear strategies, priorities, and goals reflecting employee objectives? | 3.81 | 0.706 |
| 13. | Is the university act in a manner that is consistent with its values? | 3.62 | 0.718 |
| 14. | Is faculty for staff accommodation is satisfactory as compared to other universities? | 3.69 | 0.678 |
| 15. | Does management support its employee welfare? | 3.84 | 0.614 |
| 16. | Is there a promotion of employee welfare activities? | 3.81 | 0.604 |
| 17. | Does an unfair pay increase affect the turnover decision? | 3.97 | 0.828 |
| 18. | Are inflexible working hours and work-life imbalance having a direct effect on the turnover decision? | 3.79 | 0.863 |
| 19. | Do you think that insufficient challenges in the job make you think about changing the job? | 3.59 | 1.07 |

Table 1 shows that the mean for the statement “do you think employee retention helps and development of the organization?” is highest i.e, 4.24. It implies that employee retention is the major factor as well as challenge for the higher education organization, according to most of the respondents. The further statement “is there a direct link between performance and pay?” has 2nd highest mean i.e, 4.2 means that most of the respondents are agreed with the opinion that the salary of employees is directly associated with their performance. On the other hand, the mean for the statement “is the university act in a manner that is consistent with its values?” is the lowest 3.59. It implies that according to most respondents university is not acting consistently with values. Secondly, the statement “is faculty for staff accommodation is satisfactory as compared to other universities?” has a mean of 3.69, which means a significant number of respondents are not satisfied with the faculty of accommodation provided by the university. Moreover, the mean for the statements “Does the university has clear strategies priorities and goals reflecting employees objectives? And Is their promotion of employee welfare activities?” are also low i.e, 3.81 each. It means that respondents are not agreed with these factors also.

Findings and suggestions

It has been found that lack of career advancement opportunities, dishonest and unethical leadership, unfair pay increase, and spouse relocation are major factors having an impact on employee turnover and retention decisions in an organization.

Conflict with supervisor and co-worker and inadequate distribution of job responsibility also impacts employee retention decision. However, it has the least impact as compared to other factors of employee retention.

The public university faculty is very much satisfied with their job and would not like to leave their job unless a creative opportunity is available.

The difference in the impact is due to fact that private-sector job is not sacred also people. Prefer to switch job in scared better opportunity concerning reputation and good place, as this help in enhancing their experience and open door for further opportunity of learning and development.

The research finds that the mean for all factors that assist in turnover is more for the private universities faculty. The factor that same concerning attrition for both public and private universities are the location of institute in a small town and no transport faculty.

The research reveals that the factors of retention such as location in a good city, children education, and constant motivation by the authorities of universities are preferred by more by the member working in the private universities.

Future scope of the study

The study provides the base for the researchers to extend the study to other parts of the country.

Conclusion:

The comparative analysis of the different factors which assist in retention and turnover, where measured it can be concluded that factors assist retention, the govt employee stated a higher education preference for the majority of the factors as their mean more than the faculty members in private universities. The frequencies and cross-development opportunities were showing the highest values. So to improve employee retention towards the organization the management focuses to improve the HRM practices & their qualities. The study suggested recruitment of deserving candidates, job security, improved work culture, timely increments in salary, and adequate promotion policies, managerial support, and teamwork for the improvement of employee retention in the higher education sector.

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