

Employee Retention- A study of retaining talented employees in an education sector

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ABSTRACT - The purpose of this paper is to find out the tools and techniques use by employers to retain their talented employees in their organization. The primary objective of this study is to analyze what kinds of problem are faced by employees who force them to leave the institution and join new organization. Moreover, the environment condition and other fringe benefits they want. The study is conducted on 120 employees of institutions at higher level of private universities of Punjab, in which all these employees give their views about employee retention and express their opinion through questionnaire that what kind of policies and practices should used by employers. The analysis indicates that employees recognized the importance of employee retention and consider skill recognition, salary package, learning, job security and distribution of job responsibilities as the major factor which influence the retention of employees.

KEYWORDS: *Employee retention, Fringe benefits, Job Responsibilities, Job security, Polices and Practices, Skill recognition.*

I. INTRODUCTION

Human Resource Management (HRM) is that process which helps management in developing and managing the Human Resource (HR) of an organization. In simple words, HRM deals with the human beings for any organization, firm and institution either public or private sector. Hence, Human Resource (HR) plays a paramount role for the success of any organization. For this, management uses different kinds of management practices and policies to allure talented manpower and to retain those talented employees which refers to the term i.e. employee retention. Employee retention means the various policies and practices which forces the employees to retain with their organization for a long period of time. Employee retention deals with keeping or motivating manpower to stay in their firm for a longer period.^[1] Employee retention refers to the hierarchical arrangements and practices done by management which influences human resource for staying in the organization.^[2] Employee retention is the technique to attract and retain talented laborers with particular deadlines to achieve business targets.^[3] So, the management gives so much emphasis on employee retention because to hire a new talented employee, management spends a hefty amount of money and it is a long process which involves several steps such as recruitment, selection, tests and interviews, placement, induction, training and development and so on. Therefore it causes a lot of wastage of time and money. Apart from this, there would also be a threat of disclosure of company's policies among the competitors as

through their old employees. Mostly when old employees move, they are attracted by their rival organizations. So, old employees join new organization with the knowledge and trade secrets acquired from their former employers.^[4] Hence, to retain talented employees in the institutions, employer use different type of techniques such as providing lucrative salary package, fringe benefits, sound incentives and some vacation for providing them some quality time to spend with their families. The another strategy use by HR department should be Join, Stay, Leave Model, in which employers of the organizations use this model to understand the environment for developing a long-term retention strategy. Employer should have to understand which qualities of the organizations attract employees, so they join their premises, what are the factors that are responsible for remaining in the organization, i.e. why they stay and the causes which compel employees to leave the organization, i.e. why they leave an organization. Employers should also adopt some another strategies such as employee surveys, exit interviews and employee retention consultants.

Therefore, the current study will explore the retaining of talented employees in a private education sector in Punjab. In Punjab, there are 10 private universities (approximately). This study will also help to provide an appropriate direction for further researchers for the study of employee's retention in the education sector at university level.

II. LITERATURE REVIEW

A study conducted on 101 respondents by Sheikh, Ul-Qamar and Iqbal.^[5] To know the impact of HRM practices on employee retention in which they defined HRM practices such as career development opportunities, supervisor support, working environment, rewards and work life balance, used as the variables of the study. The study explained a positive relationship between the above mentioned HRM practices and employee retention. Researchers suggested that if employers want to improve employee retention, then first they should have to focus on improving their HR practices.

A research conducted on a study to investigate the retention rates of 904 college graduates, who got jobs in six public accounting firms over a six year period. This research has been done by John Sheridan.^[6] Organizational culture has taken as a dependent variable by author to measure its effect on employee retention. The author gave result by saying that organizational culture has an important theme in retention of employees.

A research conducted by Michael O. Samuel and Crispin Chipunza.^[7] Employee retention and turnover; using motivational variables as a panacea. The main aim of this research was to identify intrinsic and extrinsic motivational variables which influenced the retention and reduction of employee turnover in both public and private sector organizations. Researchers used Quantitative Research Design Method. The study investigated two public and two private organizations in South Africa in which total population was 1800 and their sample size was 145 respondents. They used self- dependent questionnaire, measured on a Likert Scale, used to collect data. The study concluded that the following motivational variables such as training and development, challenging (interesting work), freedom for innovative thinking and job security have significantly influenced employee retention in both the public and private sector organizations.

A research examined by Chand and Monge on the correctness of job stress and born out on 100 respondents from two universities. The author concluded that, more stressful environment at working place force employees to quit a job.^[8]

A study made with a view that, the most powerful weapon for an organization is the motivated employees, who are truly engaged in their work. This study is examined by Charles Wood Ruffe.^[9] The authors study explained that these kinds of employees are helping to get ten points to achieve retention through engagement.

RESEARCH OBJECTIVE:

The main objective of this research is.

- (1). Investigate the ways, tools and techniques used by employers to keep their manpower in their own premises.

- (2). To measure which variables of motivation are included in employee retention.

- (3). To suggest the employee retention practices for the institutions.

RESEARCH QUESTIONS:

The research questions of this study are as follow:

- 1). What are the main causes which forces employees to leave their institution?
- 2). Is there any environmental issues such as bullying, age diversity climate and biased behavior in the institution which increases employee turnover?
- 3). What are the other fringe benefits which attract employees to join new institutions.

III. RESEARCH METHODOLOGY

The method used to do the research was both qualitative and quantitative. Many researchers have already done research in the field of employee retention and HR practices. However, most of the researchers were not done the research of employee retention in private education sector; so, this information would be useful for the coming researchers.

A. DATA SOURCES:

The findings of the study are based on the data collected from two types of sources i.e. primary source and secondary source.

1. PRIMARY SOURCE:

The information was first collected through a questionnaire. The questionnaire was made to get information from employees. The questionnaire contained in it about four questions which were further divided into sub-parts.

Before the designing of the questionnaire, personal interviews with some employees, working in education sector was conducted. So, on that basis, the questions for the questionnaire were formed.

2. SECONDARY SOURCE:

Information was also collected through secondary sources. It was collected from various research papers, journals and articles available on the internet.

Apart from this, some books were also considered which are relating with this topic.

RESEARCH SAMPLE:

Due to the huge size of the population, as N numbers of employees are working in colleges, those are affiliated from these ten private universities (approximately) in Punjab, the research was done using a small random sample of 120 employees.

IV. RESULT AND DISCUSSION

Table 1 Demographic Profile of Respondents

Category		Percentage	Total (N)
Gender	Male	34.2	120
	Female	65.8	
Age	Less than and 25	17.5	120
	26-34 years	52.5	
	35-44 years	19.2	
	45 and more	10.8	
Designation	Junior	13.4	120
	Middle	55.8	
	Senior	30.8	

Table 1 shows that, majority of respondents in the study are female i.e. 65.8%. Further, among the various age groups 52.5% of respondents are from the age group of 26-34 years followed by 19.2 from 35-44 years age group. Moreover, majority of respondents are working at middle level in the organisation i.e. 55.8% which is followed by 30.8% working at senior level. It implies that, most of the employees working in higher education institutes in Punjab are female, 26-34 years old and working at middle level.

Table 2 Employee Retention Help in Development of Organization

Response	Percentage
Strongly Agree	40.8
Agree	46.7
Neutral	8.3
Disagree	1.7
Strongly Disagree	2.5
Mean	4.22

The highest per cent of respondents i.e. 46.7% are agree that employee retention helps in the development of organization. Further, 40.8% of respondents are strongly agreed with the fact that employee retention helps in development of organization. However, only 2.5% and 1.7% of respondents are strongly disagree and disagree respectively. The overall mean of the responses stood at 4.22.

Table 3 Opinion for Factors Affecting Employee Retention in Organization

Factors	Mean	Std. Deviation
Skill Recognition	4.41	0.53
Learning and Working Climate	4.34	0.75
Job Flexibility	4.04	0.67
Interpersonal Relationship	4.00	0.88

Efficient Supervisor	4.08	0.85
Work Life Balance	4.15	0.83
Salary Package	4.39	0.83
Management Style	4.03	0.71
Training & Development	3.92	0.74
Employee Motivation	4.17	0.85
Organization Culture	4.20	0.62
Organization's Image	4.12	0.76
Workplace's Location	4.08	0.81

The highest weighted mean for skill recognition, salary package and leaning and working climate i.e. 4.41, 4.39 and 4.34 respectively indicates that, these are the major factors which affect employee retention in organization. However, weighted mean 4.20, 4.17, 4.15 and 4.12 for the factors such as organization culture, employee motivation, work life balance and organization's image respectively implies that these are also important factors. However, factors such as efficient supervisor, workplace's location, job flexibility and management style also carries weighted mean more than 4.

Table 4 Level of Satisfaction from Practices Used to Retain Employees in Organization

Practices	Mean	Std. Deviation
Job Security	4.34	0.78
Promotion Policies	3.66	1.08
Welfare Measures	3.77	0.94
Management Support	3.82	0.93
Training Programs	3.72	0.97
Reward and Recognition	3.86	1.07
Fringe Benefits	3.59	1.15
Demographic Leadership	3.62	0.87
Communication System	3.83	0.87
Performance Appraisal System	3.83	0.97
Clear Priorities and Goals	3.90	0.82
High Standards of Quality	3.63	0.99
Honest and Ethical Leaders	3.86	0.96
Distribution of Job Responsibilities	4.03	2.83
Recruitment Policies	3.70	0.91
Team Work	3.94	0.94
Grievance Redresser System	3.97	0.93
Employer Branding	3.73	0.99

In table 4, the weighted mean 3.62, 3.63 and 3.66 for demographic leadership, high standards of quality and

promotion policies shows that employees in higher education institutes are least satisfied with these practices of organization. Further, recruitment policies, training programs and employer branding have weighted mean 3.70, 3.72 and 3.73 respectively which also show less satisfaction among employees from these practices. However, respondents are satisfied with the practices such as job security and distribution of job responsibilities shown by weighted mean 4.34 and 4.03 respectively.

V. CONCLUSION

Overall, the study reveals that most of the employees in higher education system of Punjab state are female and working at middle level in the organization. The employees recognized the importance of retention of employees for the growth and development of organization. The analysis indicates that skill recognition, salary package and learning and working environment are the major factors which influence the retention of employees in higher education. Moreover, employees are enough satisfied with the practices of job security and distribution of job responsibilities in the organizations. However, the study suggest for implementation of demographic style of leadership, high standards of quality in education, efficient promotion policies, skill recognition and increased salary packages to enhance employee retention in higher education sector in Punjab.

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