



Retention of Faculties in Technical Educational Institutes and Reason for Attrition- A Study

Rathnakar G

Associate Professor,

Department of Mechanical Engineering,
Christ University Faculty of Engineering,
Bangalore – 560074 (Karnataka), INDIA.

rathnakar.g@christuniversity.in

Pal Pandian P

Associate Professor,

Department of Mechanical Engineering,
Christ University Faculty of Engineering,
Bangalore – 560074 (Karnataka), INDIA.

pal.pandian@christuniversity.in

Abstract

Technical institutions play a important and critical role in the development of the nation's growth in the field of science and technology, the performance of the technical institutes are majorly influenced by the intellectual capital of that institute, in this regard the retention of the intellectuals is a challenging task for the educational institute managements. It is widely known that technical institutes are severely influenced by shortage of intellectuals (faculty) because of various parameters, primarily due to recent increases in enhanced student enrollments, starting of new courses in the existing institutes, starting new institutes and faculty retirements etc., are considered as the primary reasons. Present paper makes an attempt to investigate and summarize a series of parameters that were found the possible factors that are associated and tied to the organizational characteristics and prevailing conditions of technical institutes/ organizations that are behind technical institute staffing problems. The data utilized in this investigation are from the technical institute/organization. These data indicate that technical institute staffing problems are not primarily due to shortage in intellectuals/teacher shortages, in the sense insufficient availability of qualified teachers. Rather, the data indicate that technical institute staffing problems are primarily due to a "revolving door" - where large number of qualified teachers departs their jobs for reasons other than retirement. The data shows that the amount of turnover accounted for by retirement is relatively minor when compared to that associated with other factors, such as teacher job dissatisfaction, teachers pursuing other jobs, considering teaching as a non-lucrative job and prioritizing it as their last option. This report concludes that teacher recruitment programs - traditionally dominant in the policy realm - will not solve the staffing problems of such technical institutes if they do not also address the organizational sources of low teacher retention. The present investigation report emphasis on the attrition of employees in technical education institutes, it further makes a thorough investigation to



find out the various factors contributing for employee's attrition in the technical Institutes. Further the investigation emphasis on the various several factors and its importance that contributes for the employee's retention and several methods that are involved for faculty retention in the organization.

Key words: Attrition, employees, strategies, staffing.

1.0 Introduction

Several surveys reveal a scary statics, that more than 50% of the organizations including the educational institutes do not have a formal strategy for retention of its employees. Further several other researches have found that the work places which demonstrates value in their employees and having a clear transparent policies and practices has enhanced retention and commitment of employees.

Retention of employees is critical and necessarily very important for the long-term success of any educational institutions/organization. Employee retention is of paramount concern as educational institutions issues such as training, training time and investment on training, lost knowledge when employees, retire or quit the educational institution/company because of several reasons. Hence, failing to retain employees in the educational institutes or organization is a costly proposition for an organization. Especially the technical educational institutes face an enormous challenge in reducing attrition rate and turnover of its employees.

Attrition means the reduction in employees in an organization through normal means, such as retirement and resignation. In this context, it is observed in technical educational institutions; more employees are resigning from current institute and joining another education institution or industries/other companies due to so many factors or reasons. The phenomena of attrition are natural in any business organization, industry and educational institutes. However, in each and every organization, management has its strategic policy towards retaining its employees.

What makes the employees leave the present organization or what are the reasons, which make an employee to leave the job? What are the different strategies that are adopted to retain the employees? Are these strategies successful in retaining employees? Are some of the questions which need to be addressed seriously to enhance retention of employees in the educational institutes. In this context, there are some questions concerned under the employee's questionnaire survey.

To tackle this problem this study has been taken up with a main focus to analyze the factors influencing the attrition and strategies adopted to retain employees in technical educational institutions.

2.0 Problem Definition

The retention strategies of employees are statistically examined towards the causes and better retention techniques. There is a continuous effort towards the employee retention in various sectors of the educational institutes and business firms.



3.0 Objectives

- To understand and know the causes of attrition in technical educational institutes.
- To understand the mechanism and reason for attrition in technical educational institution.
- To know whether values, policies and practices plays important role in employee retention.
- To know the various strategies adopted by management for retention of employees in technical educational institute.
- To know the effectiveness of the various strategies for the welfare of employees in technical educational institute.
- To understand the employee perspective in detail
- To know whether the educational institutes are successful in retaining the employees

4.0 Scope of the Study

The study is aimed exclusively for the academic purpose the data are collected in pursuit of developing the academic inferences. The study is conducted in a technical educational institution and the various departments of the institutions were involved in the study. The study does not cover other activities of human resource such as recruitment, selection, and other human resource policies of the institute.

4.1 Limitation of the study

- The information is collected from the primary and secondary data from a technical educational institute only.
- The respondents were unable to provide answers to a few questions on the ground of confidentiality
- The respondents' replies tend to be biased
- The sample size is limited to 180 respondents and hence the findings are restricted
- This study is done for academic pursuits.

4.2 Method of study adopted

Descriptive search is fact finding information with adequate interpretation. It is simple and most specific type of search. This study is focused on particular aspect or dimensions of the problem selected.



4.3 Plan of analysis

The primary data collected from the structured questionnaire was put into tabular form. The data was analyzed by using percentages and averages. This information was analyzed to draw inferences.

4.3.1 Tools for collecting data

Primary Source: Primary data is collected by administering a questionnaire and by conducting sample survey.

4.3.2 Sampling method

Random convenient sampling method is adopted for this study. A sample size of 180 employees was selected from the different departments of the organization. Data have been collected through structured questionnaire. It has been pre-tested administrated and adopted. Direct interview technique has been adopted to approach the respondents. The response from the interviewers has been written down as the interview was in progress. Mostly close-ended multiple-choice questions were asked to elicit responses from the respondents. The most important step in the study work was gathering the needed information.

4.3.3 Secondary Source

Secondary source of data is collected through:

- Published books, magazines, reports, text books
- Literature available in annual report, organization profile
- Internet

4.5 Field Work

Field work was carried out to collect the primary data from the respondents. The field work was mainly carried during the working hours of the organization. Questionnaire was given to the respondents to fill in. The respondents took time of 15 to 20 minutes on an average to fill in the Questionnaire.

4.6 Statistical Tools Used

- Tabular representation: The data obtained from the questionnaire are first tabulated and presented in the form the tables
- Graphs: Subsequent to tabular presentations, data have been projected through graphs.
- Percentages: The total figure collected is converted in to percentage for clear analysis and for neat presentation of graph and tables.



- Software: Statistical software like MS Excel, SPSS and SAS are used to analyze the data collected and give the graphical representation.

4.7 Analysis and Interpretation

This part deals with data collected for analysis and interpretation from the primary and the secondary sources, i.e. through sample survey and questionnaire in order to have the first hand information about factors affecting attrition and retention policy or strategies for retention of employees. A sample of employees has been interviewed with the help of administered questionnaire. The data collected revealed different opinions and they are analyzed with the help of tables. The outcome of the analysis is as under:

5.0 Results and Discussions:

The data was collected by conducting a survey by creating a questionnaire and was circulated among 180 people hence the sample size is 180. The sampling is a convenience sampling. Age group of respondents

Age group (in years)	Number of respondents	Percentage (%)
Less than 35 Yrs	98	54
35 - 40 Yrs	60	33
41 - 45 Yrs	12	07
Above 45 Yrs	10	06
Total	180	100

Table shows the age group of the respondents

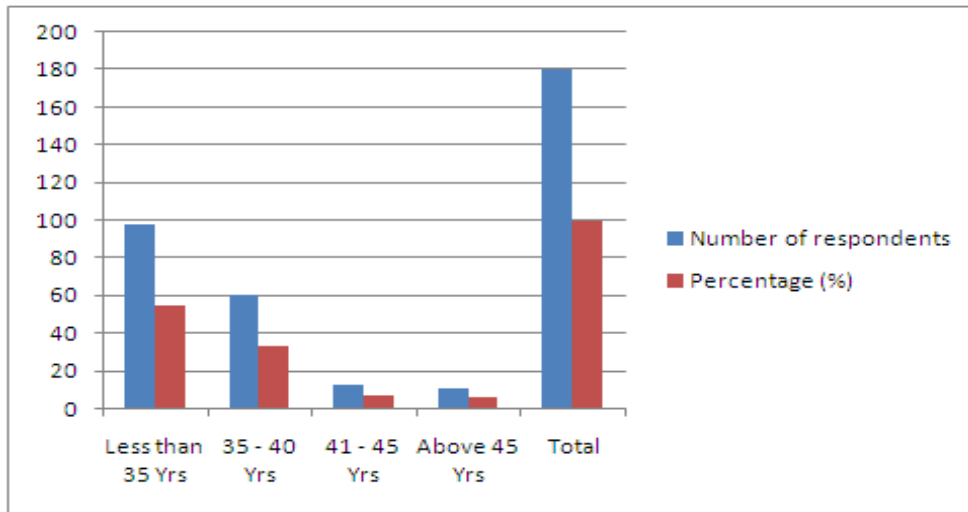


Fig.-1 Graph Showing The age group of respondents.

5.1 Working Environment

It doesn't feel good around here: The working environment/ambience is a important factor in retaining faculty in the educational institutions. The following details show the factor that influences the impact of the influence of the work environment on retention of employees.

Sl.No.	Number of respondents who consider working environment an important parameter	Number of respondents who consider working environment as abnormal parameter
1	123	57

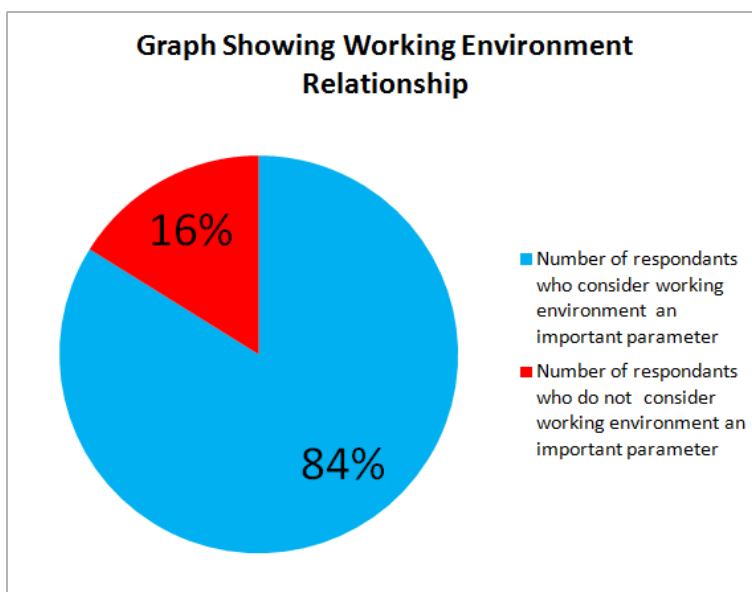




Fig.1- Graph Showing the Importance of the working environment.

84% of the employees opined that the working environment as a very vital parameter for employees.

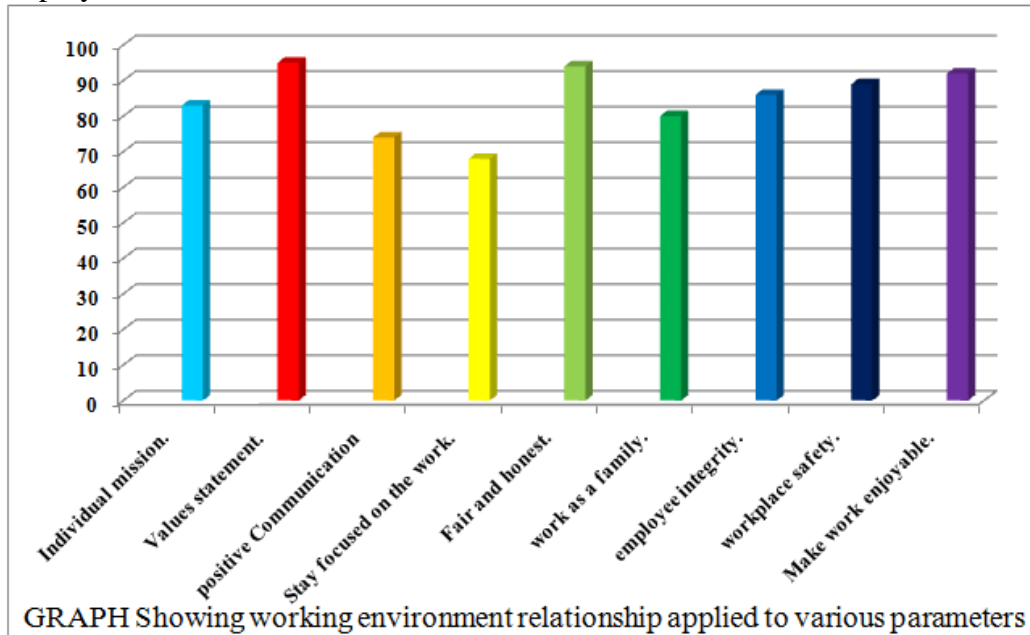


Fig.2 – Graph Showing the Working Environment Relationship applied to Various Parameters

Parameter which are considered important in the educational institution

It is evident from the graph that individual values being fair and honest and making working environment place more enjoyable has more importance.

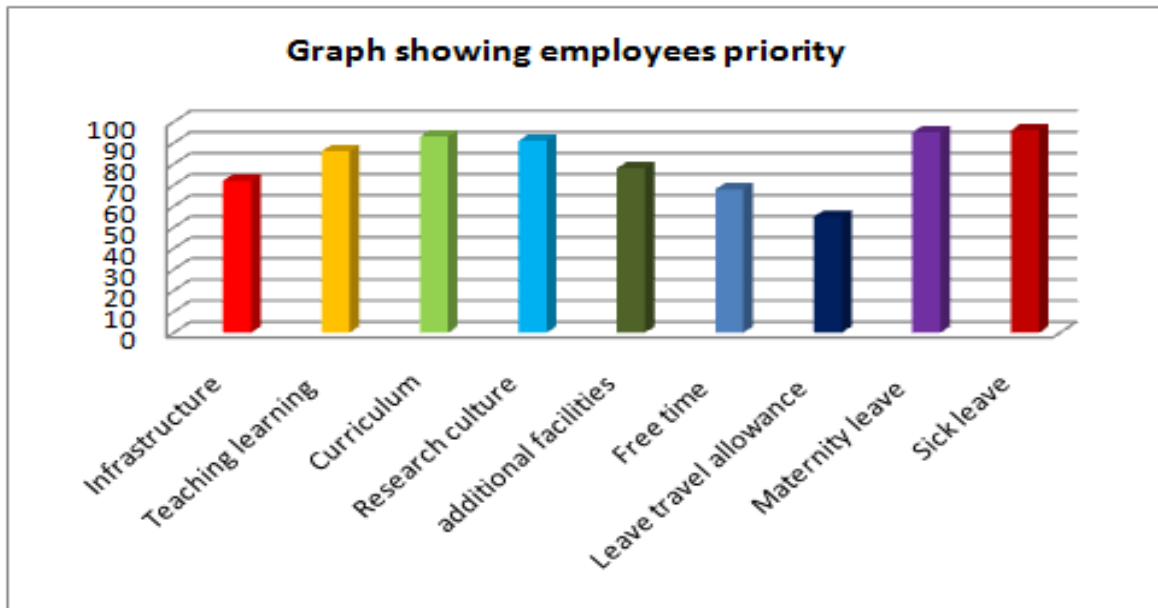


Fig. 3 Graph showing employee environmental priority

From the above graph it is evident that the priority is for the curriculum, research and health related benefits.

5.2 Employee support/ assistance strategies

The retention of faculties is severely based on the support and assistance that the employee is going to get from the employer and the co employees in resolving the conflict and have a balanced work life the following graph illustrates the various parameters which have the influence on the employee support system.

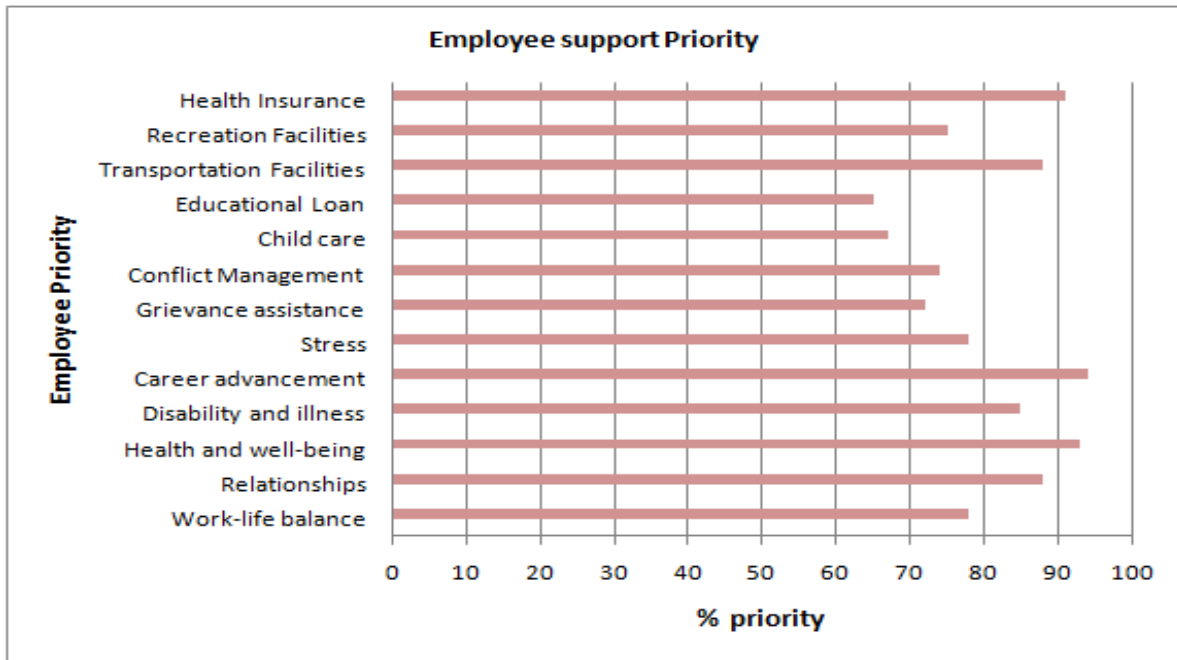


Fig.4 Employee support priority

From the above graph it is clearly evident that the employees give more priority for health facilities, career advancement program and facilities like transportation.

5.3 Employee growth strategies

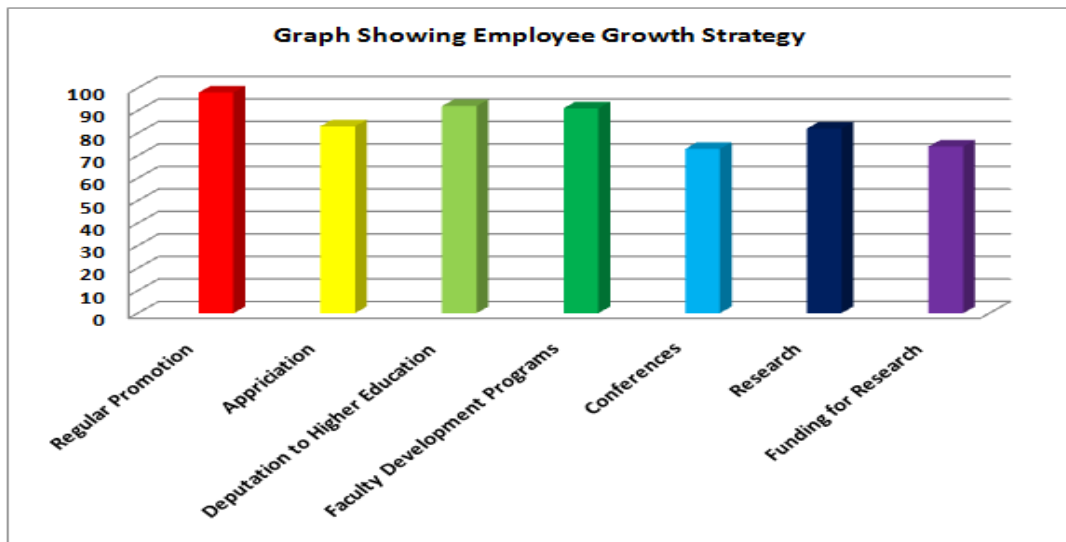


Fig.5 Graph Showing Employee Growth Strategy

Lack of opportunity for advancement in the current work place will always motivate the employee to think of alternative. An organization which focuses on the



employee advancement can retain his employee in his current organization for a long duration of the time.

From the above graph it is clearly evident that the employees give more priority for promotion, higher education and faculty development programs than the other parameters.

5.4 Employee relation strategies

Communication, recognition, flexible work environment, insufficient staff support, administrative burden, motivation. Work sharing. Love of fellow beings, mutual respect.

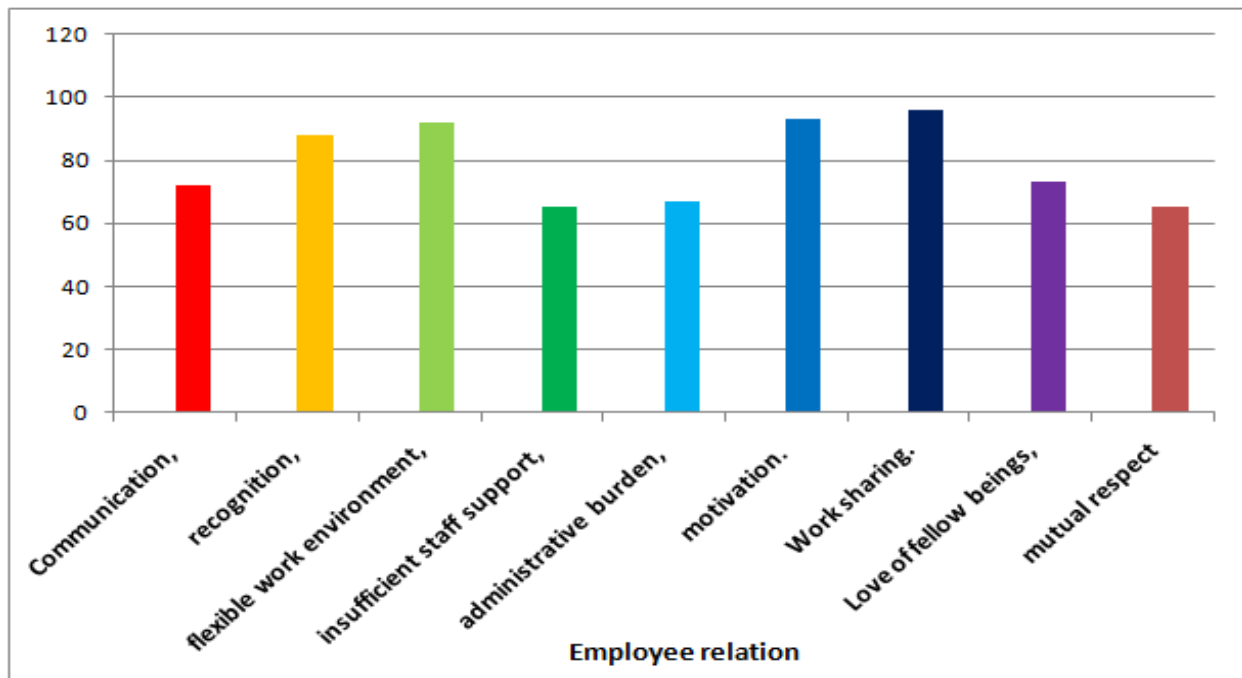


Fig.6 Graph Showing Employee relation

From the various criteria it is clearly evident that the employees give more preference for parameters like recognition, flexible work environment, motivation and love of following being.

5.5 Reasons for Attrition

Following are the various parameters that affect the attrition in educational institutions. Salaries, raises of inflation, starting salaries, Noncompetitive salaries, Lack of research support (financial, library holdings, travel, graduate research assistants), professional isolation, lack of supportive and friendly colleagues, Partner/spouse employment, lack of financial support for teaching activities, insufficient housing assistance programs, noncompetitive benefits (health insurance, retirement, dependent tuition), insufficient staff



support, increased administrative burden on faculty, poor quality office and laboratory space, and the need for flexibility in workload and childcare options. All the parameters will have a tremendous impact on the attrition rate.

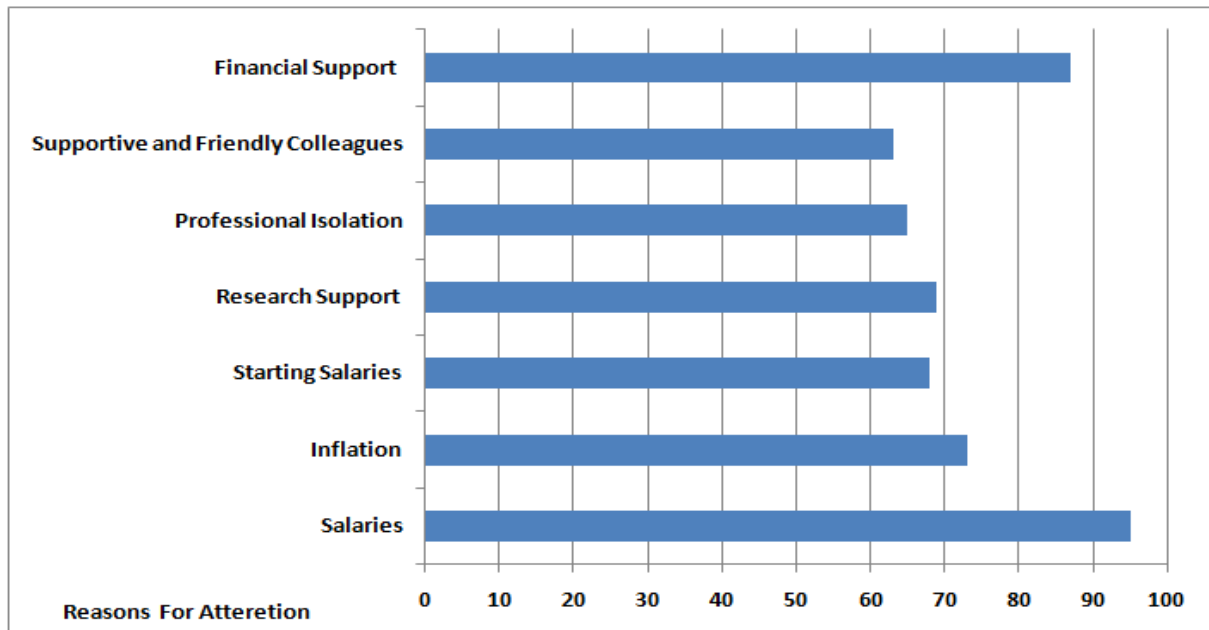


Fig. 7 Graph showing the reasons for Attrition

6.0 Conclusion

The important retention strategies can be Salaries, inflation, Recognition, flexible work arrangements, work life balance, employee engagement, health and safety communication, work place diversity, formal wellness programs, inclusion and employee development, Lack of research support are some of the ways of developing retention strategies.

Attrition signifies the employees who have moved out of the organization. Retention ensures the critical/core employee stays with the organization and get associated with the organization for a longer duration of the carrier. To retain employees it is necessary to design employee engagement policy. Employees need to be involved and show interest in their work. They should find meaning in what they do and have faith that the organization should treat everyone fairly whether it is in terms of salary, role or growth opportunities. Organizations need to ensure that employees' aspirations are aligned to organizational goals. Creating a stronger emotional bond between the employee and the organization is the right step towards retention and this involves no cost.

Organization should protect the interest of the employees, should change its view with the time and implement the latest trends in every aspect to retain people in the organization,



especially in technical educational institutes it is highly required to retain employees as the experience of the employees really matters to build the organization

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G Rathnakar, Associate Professor of Mechanical Engineering, completed his BE and MTech from University of Mysore and did his MBA (HRM) from Pondicherry University. He has prior teaching experience from institutions like Sri M Visvesvaraya Institute of Technology and others. Many of his articles have been published in international academic journals and he also takes a keen interest in paper presentations/organizing seminars and conferences.



PalPandian P, Associate Professor of Mechanical Engineering, completed his BE(Mechanical Engineering) from Madurai Kamaraj University, MTech(Industrial Engineering) from National Institute of Technology, Trichy and MBA from Alagappa University. Currently pursuing his PhD(Mechanical Engineering) in Anna University, Chennai. He has 14 years of experience in Academic. He has been an enthusiastic participant at various International and National Conferences/Seminars/Workshops around the World and also presented his research work at the same.