



A Study on Faculty Retention: With reference to Private Degree Colleges in Visakhapatnam

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Abstract

Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. Employee retention matters, as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved. Hence, failing to retain a key employee is a costly proposition for an organization. Various estimates suggest that losing a middle manager in most organizations costs up to five times his salary. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer, but retention is even more important than hiring. By keeping objectives in mind, the study focuses on the reasons of faculty turnover in private degree colleges. The study also focuses on examining different factors of faculty retention like job satisfaction, salary, training and career growth, recognition and support by superiors, provident fund, work environment and stress at work place.

Key words: Retention, Turnover, Faculty, Job Satisfaction, Compensation, Work Environment

Introduction

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. 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.

Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. There is no dearth of opportunities for a talented person. There are many organizations which are looking for such



employees. If a person is not satisfied with his job, he may switch over to some other more suitable job. In today's environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Intelligent employers always realize the importance of retaining the best talent.

Concept of Employee Retention

Employee retention refers to the ability of an organization to retain its employees. However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. A distinction should be drawn between low performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of a deeper issue that has not been resolved. These deeper issues may include low employee morale, absence of a clear career path, lack of recognition, and poor employee-manager relationships or many other issues. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed.

In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behavior concepts

employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees who they consider to be high performers. Employee retention matters, as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved. Hence, failing to retain a key employee is a costly proposition for an organization. Various estimates suggest that losing a middle manager in most organizations costs up to five times his salary. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer, but retention is even more important than hiring.

Retaining talent has never been so important in Indian scenario; however, things have changed in recent years. In prominent Indian metros at least, there is no dearth of opportunities for the best in the business, or even for the second or third best. Retention of key employees and treating attrition troubles has never been so important to companies. In an intensely competitive environment where HR managers are poaching from each other, organizations can either hold on to their employees tight or lose them to competition. For gone are the days when employees would stick to an employer for years for want of a better choice. Now, opportunities are abound. Employees stay and leave organizations for some reasons. The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and



adopting many strategies for employee retention. A strong retention strategy, therefore, becomes a powerful recruitment tool.

Employee retention is a new era of modern technology and competitive business environment. Organizations are continuously changing. This changing environment is not only effecting the organizations but also the employees working in it. In order to maximize organizational efficiency and for optimal utilization of the resources, human resources must be managed properly. Human resource management plays a vital role in this regard. They are responsible that how employees are treated in the organization.

Employee retention is a vital issue and challenge to all the organizations now days. There are numbers of factors which promote the employees to stay or leave the organization. It may be external factors, internal factors and the combined effect of both. Human resource practices counts a lot in this regard. It is the need of the hour that HR managers should identify the needs of the employee and then devises the retention strategies. One strategy does not fit to all as different individuals have different priorities. HR professionals face the vital challenge to retain talented employees. Employee retention is very critical to the long term health of any organization. When an organization loses its talented employee it lefts a negative impact on innovation, customer satisfaction, knowledge gain during the past years and on the profitability of the organization, more over replacing cost of another employee contribute a lot to the organization.

Review of Literature

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. According to John E. Sheridan (1992), organizational culture values varied significantly among the firms. The variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment. Erling E. Boe et.al (2008) says that, a high rate of annual turnover has been enduring aspect of the teaching profession and will almost certainly remain so in the foreseeable future without dramatic improvements in the organization, management and funding of public schools. According to Dr. Aparna Rao (2011) employee retention is most critical issue facing corporate leaders as a result of shortage of skilled labor, economic growth and employee turnover. Shivangee Singh (2011) says that, retention of key employees helps in long term growth and success of any organization. Chen et al. (2011) observed that, job satisfaction, recognition, career development and compensation are the most important factors in retaining competent employees. According to Unbancova Hana and Linbartova Lucie (2011), the loss of knowledge is a potential threat to an organizations existence, especially if an employee with valuable knowledge leaves to join competitors.

According to Dr. R. Akila (2012) Employee turnover affects organization in many ways like cost of turnover, loss of company's knowledge, interruption of customer service etc. Joy Mohlala, Geoff A. Goldman and Xenia Goosen (2012) mentioned in their study that, employee turnover is the main contributor of skill



shortages within the studied division. The lack of a retention strategy is making it difficult for leadership to identify crucial skills that must be retained. Retaining of staff will help in maintaining the knowledge inventory and decreases the cost of re-recruitment, selection, orientation, training and development of new staff, Surbhi Jain (2013). Waleed Hassan et al. (2013) observed that, the performance of an organization depends on its low turnover rate. High turnover of employees leads to poor performance of an organization. S. Naganandini (2014) says, a high quality of work life is essential for all organizations to continue to attract and retain employee and it will positively nurture a more flexible, loyal and motivated work force leads reduce the employee retention in private companies.

Need for the Study

Employee retention is one of the important aspects to all industries including education sector. In this competitive era retaining the faculty with the private colleges is becoming a major burden. As literature reveals that no study was done about faculty retention in private sector degree colleges in Visakhapatnam region. To fulfill this research gap the researcher has chosen the topic faculty retention with reference to private degree colleges in

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Visakhapatnam. So this study would be timely as well as helps private colleges in improving faculty retention factors in colleges. The study focuses on different faculty retention factors like salary, job satisfaction, annual increments, training and career growth, senior support, provident fund schemes, work environment and stress at work place.

Objectives of the Study

- To study the reasons of faculty turnover in private degree colleges.
- To examine the factors of faculty retention in private degree colleges.
- To offer suggestions to improve faculty retention in private degree colleges.

Research methodology

The research has been done using descriptive research design, primary and secondary data. The primary data was collected by using structured questionnaire from the faculty working in various private degree colleges in Visakhapatnam. The secondary data for the study was collected through articles, journals and project reports online from various websites.

TABLE 1

Category	Co- Education	Women Colleges	Total
Government Degree Colleges	1	1	2
Private Degree Colleges	36	6	42
Aided Degree Colleges	3	2	5
Total	40	9	49

Source: <http://www.andhrauniversity.edu.in>



Sampling technique: The simple random sampling technique has been adopted for the study. The sample size of 168 (i.e. 4 respondents from each private degree college) was taken from the private degree colleges in Visakhapatnam.

Period of Study: The research conducted for a period of 3 months from December, 2015 to February, 2016.

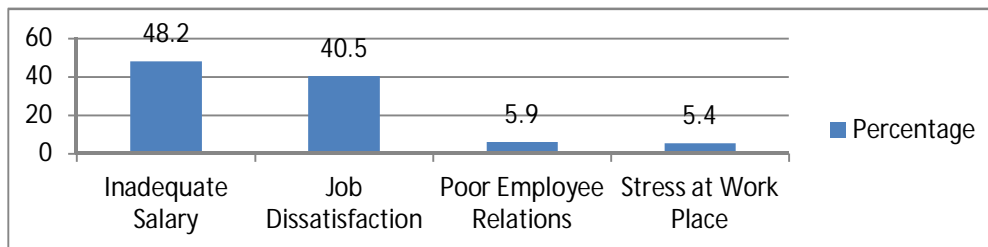
Research instrument: The research instrument used for the study was structured questionnaire which consists of 19 questions along with the demographic details. It was predetermined before conducting the survey.

Data Analysis

Primary Reasons of Faculty Turnover

The causes of turnover are related to the same factors that contribute to absenteeism, if workers not interested in their job, they will either stay away or leave. The question finds out the responses from faculty members of various private degree colleges in Visakhapatnam with regard to primary reasons of faculty turnover. The major factors like salary, job satisfaction, employee relations and stress at work place are examined in view of faculty members of private degree colleges. Here the respondents are asked to choose the factor which is the primary reason to faculty turnover.

Graph 1



Source: Field Study

Analysis: The Graph 1 indicates the primary reasons of faculty turnover in private degree colleges in Visakhapatnam. The majority of the respondents (48.2) percent opined that inadequate salary is the primary reason to faculty turnover, whereas 40.5 percent of respondents opined that job dissatisfaction, 5.9 percent of respondents opined as poor employee relations and 5.4 percent of the respondents opined that stress is the reason to faculty turnover in private degree colleges in Visakhapatnam.

Factors of Employee Retention

The researcher designed a questionnaire with a view of examining different factors of faculty turnover in private degree colleges in Visakhapatnam. This examines different factors like salary, job satisfaction, annual increments, training facilities, superior support, provident fund, work environment and stress at work atmosphere in private degree colleges in Visakhapatnam. The respondents were asked to express their opinion at the



rating of highly satisfied, satisfied, dissatisfied, neutral, dissatisfied and highly

TABLE 2

S. No	Particulars	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
1	Salary	0 (0.0)	25 (14.8)	61 (36.4)	65 (38.7)	17 (10.1)	168 (100)
2	Job Satisfaction	0 (0.0)	69 (41.0)	92 (54.8)	7 (4.2)	0 (0.0)	168 (100)
3	Annual Increments	0 (0.0)	26 (15.5)	73 (43.5)	58 (34.5)	11 (6.5)	168 (100)
4	Training Programs	0 (0.0)	96 (57.1)	34 (20.3)	26 (15.5)	12 (7.1)	168 (100)
5	Superior Support	0 (0.0)	87 (51.8)	41 (24.4)	40 (23.8)	0 (0.0)	168 (100)
6	Provident Fund	0 (0.0)	86 (51.2)	30 (17.9)	42 (25.0)	10 (5.9)	168 (100)
7	Work Environment	15 (8.9)	105 (62.5)	43 (25.6)	0 (0)	5 (3.0)	168 (100)
8	Stress Free Work Atmosphere	0 (0.0)	80 (47.6)	44 (26.2)	37 (22.0)	7 (4.2)	168 (100)

Source: *Field study*

Note: Percentage of the respondents is indicated in parenthesis

- Salary:** The above table (2.1) reveals that, 38.7 percent of the respondents are dissatisfied with their salary, 10.1 percent of the respondents are highly dissatisfied, 36.4 percent of the respondents are in neutral position and only 14.8 percent of the respondents are satisfied with their salaries. Hence, it is concluded that the majority of the faculty members are dissatisfied with their salaries.
- Job Satisfaction:** 41 percent of the respondents were satisfied with their job, 54.8 percent of the respondents were moderately satisfied, a few i.e. 4.2 percent of the respondents were dissatisfied. None of the respondents neither highly satisfied nor highly dissatisfied with their job. Hence, it is concluded that the majority of the respondents are satisfied with their job. (Table 2.2)
- Annual Increments:** From the table (2.3) we observe that, 15.5 percent of the respondents were satisfied, 43.5 percent of the respondents moderately satisfied, 34.5 percent of the respondents were dissatisfied and 6.5 percent of the respondents are highly dissatisfied with annual increments what they are receiving at present. Hence it is concluded that, majority of the respondents are not satisfied with the annual increments what they receiving at present.
- Training Programs:** 57.1 percent of the respondents were satisfied, 20.3 percent of the respondents are moderately satisfied, 15.5 percent of the respondents dissatisfied and 7.1 percent of the respondents were highly dissatisfied with training programs conducted by the colleges.



- Hence it is concluded that majority of the respondents are satisfied with training programs conducted by the private degree colleges in Visakhapatnam. (Table 2.4)
5. **Superior Support:** from the table (2.5) we observe that 51.8 percent of the respondents are satisfied with the support given by superior Faculty, 24.4 percent of the respondents are moderately satisfied, 23.8 percent of the respondents were dissatisfied. Hence it is concluded that majority of the respondents were satisfied with the support given by superiors in private degree colleges, Visakhapatnam.
 6. **Provident Fund:** The table (2.6) clears that, 51.2 percent of the respondents are satisfied with the provident fund schemes provided by colleges, 17.9 percent of the respondents were moderately satisfied, 25.0 percent of the respondents were dissatisfied and 5.9 percent of the respondents were highly dissatisfied with provident fund schemes provided by private degree colleges. Hence it is concluded that majority of the respondents were satisfied with provident fund schemes provided by the private degree colleges in Visakhapatnam.
 7. **Work Environment:** 62.5 percent of the respondents are satisfied, 8.9 percent of the respondents were highly satisfied, and 25.6 percent of the respondents were moderately satisfied and few i.e. 3.0 percent of the respondents were highly dissatisfied with work environment in private degree colleges. Hence it is concluded that majority of the respondents were satisfied with work environment in private degree colleges in Visakhapatnam. (Table 2.7)
 8. **Stress at Work Place:** From the table (2.8) we observe that 47.6 percent of the respondents are satisfied with stress free work environment at work, 26.2 percent of the respondents were moderately satisfied, 22 percent of the respondents were dissatisfied and 4.2 percent of the respondents were highly dissatisfied and they felt stressed at work. Hence it is concluded that majority of the respondents were satisfied with work atmosphere and they are not feeling stressed at work.
- ### Findings
- #### A. Social Background
1. From the study it was found that, majority of the respondents (82.7 percent) are in the age group between "21-40". About 71.3 percent of the respondents are of total experience below 10 years, majority of the respondents (76 percent) are married.
 2. From the study it is observed that, majority of the respondents salary is less than Rs. 10,000.
- #### B. Employee Turnover
3. Almost half of the (48.2 percent) of the respondents stated that salary is the primary reason to leave the present college. Colleges are offering very low salaries to faculty and it is not competitive enough for them. Faculty doesn't like to work for those salaries for a longer period; it is becoming a primary reason for them to leave the present college.
 4. About 40.5 percent of the respondents are opined that job



dissatisfaction is the primary reason to leave the present college. Management allocating non-teaching work burden to teaching staff, it affects their teaching performance. It leads to job dissatisfaction and employee turnover.

5. 5.9 percent of the respondents opined that poor employee relations is the reason for staff turnover and 5.4 percent of the respondents agreed that stress at work place is the reason for faculty turnover.

C. Employee Retention

6. 48.8 percent of the respondents are not satisfied and 36.4 percent of respondents are moderately satisfied with their salary and work activities. The salaries of faculty are very low; most of the faculty members are dissatisfied with their salaries.
7. About 54.8 percent of the respondents are moderately satisfied with their job, 41 percent of the respondents satisfied and 4.2 percent of the respondents are dissatisfied. Teaching staff dissatisfied with their jobs as colleges are allocating non-teaching activities to teaching staff and it is affecting their teaching performance.
8. About 41 percent of the respondents are dissatisfied with annual increments. Faculty members are not receiving reasonable annual increments and the annual increments are very low which is not motivating the teaching staff.
9. Majority (57.1 percent) of the respondents opined that they have good training and career development programs in their colleges. Colleges conducting staff training programs

frequently on modern teaching methods and practices, which helps faculty in improving their teaching performance.

10. Most (51.8 percent) of the respondents stated that they have good support from their superiors. Faculties are very friendly and cooperative with each other. Superiors are good in supporting and guiding new staff members joining in the college.
11. Almost half (51.2 percent) of the respondents opined that their college is providing provident fund scheme to teaching staff. Colleges providing provident fund to all senior staff members who are staying in colleges for a longer period but for newly joined faculty, colleges are not providing the provident fund benefits.
12. Majority (71.4 percent) of the respondents stated that they have good working environment and employee relations in their colleges. Colleges maintain good working environment by maintaining good employee relations and supportive culture.
13. 47.6 percent of the respondents opined that they have stress free work atmosphere. But 26.2 percent of the respondents felt stress at work place. Because, colleges allocating more non-teaching work burdens to the teaching staff members, therefore it is affecting their teaching performance and leading to stress.

Suggestions

- Inadequate salary is one of the primary reasons to faculty to leave the present college. It is necessary to



- provide competitive salary packages to make them satisfy and to retain with the present college. Along with competitive salary package it is required to provide reasonable annual increments.
- College management is allocating more non-teaching work activities to teaching staff; it is affecting teaching performance of faculty. Staff members are dissatisfied with this unrelated work burden which leads to faculty turnover. It is required to allocate only teaching related work activities to teaching staff so that teaching performance of faculty will be increased and there will be low faculty turnover.
 - More training programs to be held on modern teaching methods and techniques for the teaching staff, which helps them in improving their teaching abilities and for building their career growth.
 - College management could encourage and involve their staff members for the higher studies, qualifications and research activities; which helps them in improving their qualifications and participation of seminars and conference presentations etc.
 - College management to be focused on providing stress free work environment to their faculty. Stress leads to job dissatisfaction and reduces employee performance.
 - Provident fund to be provided to all faculty members of the college. It gives an assurance to the faculty. But at present most of the colleges are providing provident fund only to the senior staff members.

Conclusion

Finally, I conclude that, majority of the respondents opines that inadequate salary and job dissatisfaction are the two primary reasons to faculty turnover in private degree colleges. Most degree colleges are good in conducting training and development activities, superior support, maintaining good employee relations and work environment; faculty were satisfied with all these employee retention factors. Faculty members are dissatisfied with few aspects like salary, annual increments, non-teaching work activities, provident fund, and stress at work place. It is required to focus on these factors for better faculty satisfaction and to retain them with college for a longer period.

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