



## Higher Education Institutions' Employee Retention Strategies in India

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**Abstract:** The Indian education industry's greatest challenge is not finding and keeping talented employees high turnover is a major concern for institutions today—but rather attracting and keeping potential employees. An institution's most important and dynamic resource is its workforce. The education sector's greatest obstacle right now is finding and keeping the best employees. Representative holding is the most basic objective for the establishment because recruiting qualified up-and-comers is fundamental for the organization yet their maintenance is a higher priority than recruiting because a colossal sum is spent on the direction and preparation of the new employees. When employees leave, the institute loses not only employees but also customers and clients who are loyal to the employees and are knowledgeable about the institute's past, and current projects, competitors, and production. Institutions put forth colossal attempts to draw in capable employees and hold them in the establishment. Many elements impact maintenance and it is expected to comprehend employee's assumptions, which can have made them stay long back and perform well. The objective of this paper is to concentrate on various elements that influence the retention of employees in an institute.

**Keywords:** Employee Retention, Higher Education Institutions, Skilled Employees.

### 1. INTRODUCTION:

HR comprises an exceptionally basic element for the fulfillment of hierarchical objectives. Taher and Arifen (2000) say that as competition has increased and management has become more globalized, the human factor has become increasingly important in achieving organizational goals. An organization's human capital is its greatest asset, according to Robyn (2012), so it's critical to coordinate human resource policies and practices to draw in and retain qualified workers. Despite the importance of human resources, employee retention is still crucial to the long-term health and performance of corporate organizations (Guest, Michie, Conway, & Sheanan, 2003).

According to Malakarjunan (2006), association administrators are expected to support and retain high-achieving employees in an environment of increased vulnerability and global competition. According to Guthrie, who was quoted in Danso (2013), workers now firmly think that broadening their skill set is essential given the shifting dynamics of multinational corporations, such as those involved in e-commerce. Danso (2013) notes that workers are now more aware of the wide range of job options accessible to them as a result of economic realities and heightened company competitiveness. In essence, these innumerable opportunities have resulted in retrenchment for a variety of reasons, while others have seen their employment contracts terminated in due course. However, the performance of the organization and the achievement of the ultimate goal are significantly impacted by the loss of skilled and talented employees. Past its impact on decrease in efficiency, this peculiarity prompts the expense of supplanting a worker, the expense of direction and preparing, and acclimatizing new ability, as well as the deficiency of interests in representatives' turn of events (Danso, 2013; Guest and Co., 2003). Effectively, staff retention has a big influence on an organization's ability to function and survive.

Retaining employees has been difficult, especially in India (Danso, 2013). Dovlo (2002) states that retention problems have affected several Indian professions, including higher education. The private sector's inability to hire and retain qualified employees to realize their visions and the overall goal of India's educational sector has been a major concern, even though tertiary institutions still need to hire and retain qualified employees for main teaching and non-teaching positions (NAB, 2008). According to Kwegyir-Aggrey (2016), a number of private colleges in Ghana are helpless to stop state-funded universities and a few other private schools from stealing their highly skilled academics



and administrative personnel. Thus, in this exploration, the researcher contributes by investigating on why faculty give up positions work and by knowing the causes; It gives the university administration a chance to address the issues and make the necessary adjustments to keep the faculty. The following research questions are presented by the researcher as a summary of the preceding for this study: Why did the faculty leave the previous educational establishment?

## 2. LITERATURE REVIEW:

### Theories on turnover - Equity theory

- One of the first studies in psychology on people's perceptions of results assignment was Adams' work on equity (Adams, 1965) (Cohen-Charash and Spector, 2001). Exchange, dissonance, and social comparison theories are incorporated into equity theory (Adams, 1965) to anticipate how people handle their interpersonal connections. According to the theory, workers in an organization evaluate their inputs, such as contributions, to their results, which are often pecuniary incentives, in relation to those of other organizational referents. Work habits will need to change in order to make the comparisons. That is, people will be driven to alter the situation—by altering their referent other, altering their inputs and outputs, warping their viewpoint, or leaving the organization—when comparisons reveal a significant difference (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001).
- People worry whether or not their outcomes are fair, according to Adam (1965). People get to a feeling of equality or fairness in an organization by comparing their own efforts to the outputs (rewards) of others. When they observe equity in the workplace, people are happy. People will change their behavior or mental images to go from painful inequitable conditions to pleasurable equitable ones when they sense justice (Greenberg, 1990).
- The current study takes into the idea of this theory because faculty members compare their outcomes to the inputs they make to the institution and also to other faculty members

### Turnover intention

- As per Abbasi and Hollman (2000), worker turnover can be classified as voluntary, and unknowingly involuntary turnover refers to employees being fired by their employers, whereas voluntary turnover occurs when employees themselves quit their jobs. As a result of employment availability in academics, themselves initiating the termination of their current organization relationship. Lambert (2001) has also described voluntary turnover. Organizational voluntary departure is also known as turnover intention (Nazim, 2008).

## 3. PREVIOUS STUDIES ON FACTORS AFFECTING TURNOVER INTENTION :

Dutta A.B. and Banerjee S. (2014) went into more detail about retention factors like training, recognition, and career development. They also helped establish a connection between employee retention communication and motivation. The study concluded that a leader must provide employees with a sense of job security and contentment to keep them employed.

Mehta M. and Kurbetti A. (2014) conducted research on talent management and career development. Because appropriateness affects retention, organizations devote varying amounts of attention on hiring, training and development, pay, work-life balance, the supervisor's role, work-related policies, and performance. This illustrates how important each of these components' influence is.

BrefoManuh A. B., et al. (2016) showed that organizations in Ghana work moderately lucky persuasive plans including pay, stipends, and free clinical consideration, and its effect on representative inspiration and maintenance is critical concerning non-monetary components of inspiration to ensure worker maintenance.

Hassan & Hashim (2011) looked at how organizational justice influenced teaching faculty attitudes (commitment and job satisfaction) and behavioral intentions (turnover intention) at four public universities in Malaysia. They found that turnover intention was negatively correlated with perceived distributive justice, while job satisfaction was significantly correlated with procedural justice.

In addition, when a person feels out of place in an organization, he or she will increase their job search. According to Wheeler, Buckley, Halbesleben, Brouer, & Ferris (2005), this suggests that the person will actively look for a new job if they are unhappy in their current role and will only quit the company if they feel there are better work prospects available.



Employer branding is becoming more and more common as a strategy for luring in new hires and retaining existing ones in employment environments where an individual's special skills and contributions constitute a clear competitive advantage for the company (Heilmann, 2010). Through branding, universities are able to establish a presence in the social sphere and gain an identity. Thanks to branding, people of the community may identify an organization by its trademark or logo. Even though branding is more than just recognition, employees and students desire to identify with the organization and be linked to its tradition of success (Pride & Ferrell, 2003). According to Berthon et al. (2005), there is almost as much competition for the best employees as there is for customers. According to Lievens & Highhouse (2003, 2005), businesses must stand out from their rivals and be viewed as appealing employers for both new hires and existing employees.

#### **4. IMPACT OF EMPLOYEE TURNOVER:**

##### **A. Effect on academics and students**

Currently, employability is one of the most pressing issues. According to Kelloway and Barling (2000), if a group gains control of the faculty, it will facilitate student placement and enhance the development process. Inferable from the turnover of staff, both understudy development and scholastics break down. The students need to begin from scratch while incorporating strategies to include a new faculty member. Students lose time as a result, and the subject matter may suffer as a result.

##### **B. Cost associated with the course of enrollment**

While directing enrollment, managers need to set up notices and enjoy different rounds of meetings. The preceding procedure is both costly and time-consuming. To finish the above process, organizations must unnecessarily engage in multiple manpower activities. Employers can add internal recruiting strategies that save money, time, and effort to prevent the aforementioned.

##### **C. Dangers of employing new and inexperienced candidates**

Faculty turnover is thought to increase the danger of hiring people with less experience. This opens the door to recruiting members for part-time freelancers, but students don't think it's of high quality and doesn't meet the market's competition.

##### **D. The cost of training a candidate**

When a faculty member quits for an organization, it is essential to recruit new members. The new employee also needs time to adjust to the environment, comprehend policies, and participate in the workplace culture. In addition, joint training is required, which requires a significant investment of both time and money. Furthermore, this is merely a waste.

#### **Strategies to retain faculty members**

##### **A. Provide Job Rotation**

Cross-training, also known as job rotation, is without a doubt the foundation of job training. The goal of job rotation is to keep employees in the best positions that will lead to better outcomes. The notified heads assign subjects to all faculty members on a rotating basis. This helps them keep their interest in a particular subject, study and learn new subjects, and keep their interest in the subject for a long time—this does not have to be a regular practice. Irrefutably, work pivot is exceptionally critical and can be seen according to shifted viewpoints which empower clients to extend to interest, look for new abilities, interests, and information, and permit the seniors to disclose stowed away abilities.

##### **B. Salary**

To meet an employee's needs and keep them interested in the position, the company must provide a lump sum and additional benefits. Special packages also appear to entice academicians and contribute to the turnover, as is evident. In a way, rewarding employees for good work with bonuses encourages others to do the same.

##### **C. Sabbaticals**

Associations must concentrate on leaves as well as vacations for every one of the individuals from the personnel so the association holds a specific ability. The heads of scholastics should empower and support the individuals from the personnel to enjoy research work, propel and urge them to be important for studios, research papers, and classes, and in like manner seem viable in personal development.



#### D. Adaptable Work Hours

Like the corporate world, the institutes of scholastics should survey execution regarding accomplishments of said targets and assist representatives with endeavoring towards driving a harmony between working hours and life. To maximize retention rates, the leader must effectively assign a lot of work to the faculty members based on their interests (Lee et al. al., 1996). Both the employer and the employee perform at their best when life and work are kept in close balance. The fact that they encourage employees to set life goals and spend a lot of time at home suggests that they want you to have a life outside of work.

#### E. Make Employees Feel Important

Employees are more willing to put in their best effort when they are recognized for their efforts. Rewards must be used to encourage them to work harder and perform better. The motivational value of the rewards must be present. In addition, giving employees gifts during the holiday season makes them feel appreciated and gives them the impression that management cares about them, creating a sense of connection between the two parties.

#### 5.CONCLUSION:

Both the abilities of the executives and the consistency standard of workers act as a sword. If used correctly, it can improve outcomes and otherwise ruin the situation. The right strategies must be used to keep employees employed. Knowing employees' opinions, rewarding them for extra work, and showing concern for their careers are just a few examples. They need to feel appreciated and valued, and you should help them find a balance between work and life by giving them more chances to grow. When an organization wants to increase its retention rate, all of these strategies work.

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