



A study on HR Practices for Employee Retention in Higher Education Sector in India with special reference to Jabalpur City

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Abstract: One of the most critical concerns of the institute today is how to retain its human resources. Human Resources are the only true determinant of an institution's ability to build competitive advantages. When an employee leaves the institution, investments in terms of both time and money, business and social connections, goodwill, and sometimes an employee or two in the form of referrals are negatively affected. The skills, knowledge, and ability of an individual gained through experience cannot be measured or put into words. So, the knowledge gained from experience and personal imagination may not be passed from outgoing employees through knowledge transfer. Therefore, it becomes crucial for the employer to understand the range of factors that influence an employee's decision-making to leave the institution and the intention of the employee to stay in the institution. HR practises mould an employee's level of commitment and their behaviour and attitude. HR practises help to build up employee commitment, which leads to accomplishing the institutional goals through hard and long-term work of the employees. Over time, management can prevent competitors from attracting and poaching talent already valued at the institute. This paper tries to identify the role of human resource practises on employees' dedication towards the institution with an overview of current literature and theory.

Key Words: HR practices, Employee retention, Institutional Goals, Commitment, Retention Management.

1. INTRODUCTION:

Retaining employees in an institution is a vital issue nowadays. In today's competitive era, an institution emphasises employee retention rather than new hires. Talented employees may leave the institution due to dissatisfaction, being underpaid or unmotivated. Favourable circumstances may lead experienced employees to move to other institutions. Turnover has a significant effect on business plans, which leads to decreased productivity. In other words, employee turnover gives a loss to institutions in separation costs and replacement costs. Therefore, comprehending workers' views and measuring their retention elements are integral to an institution's success. However, each employee in an institution has his or her own understanding and perception of satisfaction. Apart from wages and salaries, there are many other factors which affect employees who stay longer in an institution. In this paper, the researchers tried to discover how motivation affects the retention of employees.

Factors of Employee Motivation

- Autonomy and Authority
- Appraisal and Recognition
- Compensation
- Work Environment
- Growth and Development

2. REVIEW OF LITERATURE:

There is some past research for employee retention that presents a framework to understand and systematically analyse elements that have an effect on employee retention in an institution.

A study by Sarika tried to shed light on motivational strategies which can help organisations to achieve organisational efficiency in the form of increasing productivity and satisfying the individual's needs by increasing trust, commitment, and job satisfaction and reducing their work stress and job insecurity, which leads employees to stay in an organization. (Sarika, 2013).

In his study, Mark (2014) also discusses five motivation theories in his study. The following are Herzberg's two factors: In this study, he found Herzberg's two factors that influence employee motivation and satisfaction in the



institution. Motivator factors include: enjoying one's job, feeling recognised and appreciated, and advancing one's career. Factors like compensation, interpersonal relationships, and companies' policies and practices. Maslow's hierarchy of needs theory, which has five levels of need hierarchy, determines a person's motivation to work. Apart from the above, he also discussed the Hawthorne Effect Theory, Expectancy Theory, and Three-Dimensional Theory of Attribution.

Nithila et al. (2015) discussed the unclear organisational vision, lack of communication,

- Employees are demotivated by factors such as compensation and cultural diversity.
- which ends in employee dissatisfaction in origination and makes turnover of employees inevitable.
- start-up companies.

In their research paper, Dr. K. BalajiMathimaran and Prof. Dr. A. Anand Kumar (2017) suggest that there are certain variables that have an impact on the employees' decision to stay in the organisation or to move out. Such variables consist of education and development, recognition and reward for true performance, an aggressive earnings package deal, and job security. Nonetheless, the significance of different variables should now not be underestimated when formulating a retention policy. It is solely a complete combo of intrinsic and extrinsic motivation, all variables that can enhance retention and limit the excessive cost of worker turnover in a number of organizations.

Tizazu (2018) results showed that the most motivating factor is reward to employees. Their study shows a positive and significant relationship between reward, recognition, career growth and development, job security, pay and wages, work environment, and employee retention, and that interesting work has a negative and insignificant relationship with employee retention.

Dr. Sangita Ulhas Gorde (2019) The purpose of this study is to learn how employee retention is crucial in this day and age, and if organisations are not awake to the whole scenario and immediate moves are not taken to that effect, what repercussions lie in advance and how they would have an effect on the organisation and the industry.

M.Ramapriya and Dr. S. Sudhamathi (2020), This paper outlines techniques for worker retention. They confirmed that in order for any company to reap its financial short and long-term goals, it has to tackle the subsidising aspects of excessive turnover and enhance a strategic plan. Every organisation needs to optimise the handy possibilities to work out their renovation techniques and make investments in their employees, who in return come to be stakeholders and enlarge the aggressive and monetary bottom-line of the company. Employee retention techniques have an excessive effect on and pay a dividend to the employee and the manager. In closing, worker retention techniques have to be a part of each and every component of an organization's principles and operations.

In their research, Prof. Sugandha Sinha, Honey Likheshbhai Momaya, and Patel Nidhi Kamleshkumar(2022), found that when personnel leave the organization, they are more likely in all likelihood to be part of competitors, and personnel with lengthy tenure are extra loyal to the administration and the firm. So the personnel need to be given a work environment that is free from conflicts, and their work has to be appreciated.

3. OBJECTIVES OF THE RESEARCH:

- To find out the impact of motivation on the retention of employees.
- To find out the different factors which motivate employees in the higher education sector.

3.1. HYPOTHESIS OF THE RESEARCH:

H01: There is a significant relationship between different elements of employee motivation and employee retention.

4. RESEARCH METHODOLOGY:

The respondents are from Jabalpur City. Area of Study:

An instrument: a structured questionnaire was used for data collection

Sample Size: 100 academic faculty respondents from various private universities in Jabalpur.

Random Sampling Technique: A random sampling technique was used to collect samples.

The Data Collection: The Primary Data was collected through a questionnaire and interview, and the Secondary Data was collected with the help of articles, journals, magazines, books, the internet, and other published sources.

As soon as the data was gathered via questionnaire and interview, the easiest and most revealing way of summarising facts was to insert them in the statistical table. A table is a systematic association of information in columns and rows. The purpose of a table is to simplify the presentation and to facilitate results.



We introduced five variables to frame questions on a five-point Likert scale, which was used for measuring the mind-set and satisfaction level of employees. The internal consistency has been checked with the help of Cronbach's Alpha and the value obtained by using SPSS (student model 22.0) is 0.749, which is generally considered. As shown in the table below

Table 1. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha ()	No. of Items
.749	5

5. DATA ANALYSIS:

The below given table gives the details of the demographic profile of respondents. This table 1.2 reveals the gender of research subjects. It has been concluded that 53.00% of respondents were females, while 47.00 % of respondents were males. **It was found that 50%** of the respondents who volunteered for this research are between 20–30 years old, 35% of the respondents are between 30–40 years old, 10% of the respondents are between 40–50 years old, and 5% of the respondents are over 50 years old. The below table exhibits the designation of respondents. It has been found out that among all the respondents, 86.1% were assistant professors, 11.0% were associate professors, and 3.0% were professors.

Table 2. Demographical Profile of Respondents

Demographical Profile of Respondents			
Parameters Under Consideration	Categories	Frequency	Percentage
Gender	Male	44	44.00%
	Female	66	66.00%
	Total	100	100%
Age	20 – 30	50	50%
	30 – 40	35	35%
	40 - 50	10	10%
	50 and Above	5	5%
	Total	100	100%
Designation	Assistant Professor	85	85%
	Associate Professor	12	12%
	Professor	3	3%
	Total	100	100%

Empirical Analysis & Model Testing:

H1: There is a significant relationship between different elements of employee motivation and employee retention.

For testing the hypothesis, different types of regression models were used on the variables of the study. Independent variables were the elements of motivation, which were regressed separately with retention as dependent variables to test hypothesis 1.

For carrying out a regression model, researchers constructed an index which was calculated by averaging items in the construct. Averaging items enhanced the flexibility of the scale without affecting the statistical properties of the scores.

Table 3. Descriptive Statistics

Descriptive Statistics			
	Mean	Standard Deviation	N
Elements of Motivation	3.7308	.45865	100
Retention	3.8316	.42381	100

Table 4. Correlations Analysis

Correlation			
		Institution Culture	Retention
Karl Pearson Correlation	Elements of Motivation	1.000	.769
	Retention	.769	1



Sig. (1-tailed)	Elements of Motivation		.000
	Retention	.000	
N	Motivational Factors	100	100
	Retention	100	100

The present study concludes from the above that there is a relationship between motivational factors and retention. According to the evaluation, Karl Pearson's correlation value, which is 0.796, and the sig. (1-tailed) value is 0.000, which indicates that there is a statistically significant correlation between motivational factors of employees and retention of employees.

The result concludes that motivational factors of employees are independent variables that contribute towards the retention of employees as a dependent variable.

The results of the regression analysis are given below in the table. Hypotheses are considered supported when the path coefficient () is significant with a p-value of less than 0.05.

Table 5. Regression analysis

Hypothesis	Dependent Variable	Independent Variable	β	t-value	p-value
H1	Retention	Motivational Factors	.769	17.543	.000

6. DISCUSSION OF HYPOTHESIS TESTING:

The above table concludes that there is a significant impact of motivational factors on the retention of faculty members in the higher education sector as the accepted values of (= 0.79, t-value = 17.543, and p-value = 0.000) respectively. Results presume that if the employees are motivated, institutions are more likely to retain their potential employees.

Rank Analysis of Various Motivational Factors:

Table 6. Rank Analysis

Sr No.	Name of the Factors under consideration	Weighted Total	Weighted Mean	Rank
1.	Growth and Development	686	45.73	2
2.	Autonomy & Authority	647.29	43.15	5
3.	Appraisal and Recognition	678.4	45.22	3
4.	Compensation	654	43.06	4
5.	Work Environment	718	47.86	1

Inference:

As we can see in the above mentioned table, motivational factors, which affect retention and work environment, are the major factors in educational institutions, and they were ranked first by respondents.

Growth and development were ranked second by the respondents.

Appraisal and Recognition was ranked third by the respondents

Compensation and rewards were ranked fourth by the respondents.

The respondents ranked fifth and authority sixth.

7. CONCLUSION:

Work environment is a major factor in the education sector, which means that organisations with a good work environment can retain their potential employees.

8. FINDING AND DISCUSSION:

At present, educational institutions are facing many challenges, including attracting and retaining talented employees. The higher education sector is also struggling to retain skilled academic faculty in universities. In this study, it has been found that due to a lack of employee motivation, employees are less keen to be retained in the institutions. It has been found that many institutions often fail to provide opportunities for growth and development of employees. Less keen on giving autonomy and authority to employees tend to stay longer in the institutions, and performance also increases positively.



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