

# **Employee Retention Strategies for Sustainable Development in Dynamic Environment of Higher Educational Institutions in Bangalore**

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## **ABSTRACT**

Higher Educational Institutions encounter a growing challenge in the context of a rapidly changing higher education ecosystem such as faculty turnover brought on by increased competition, legislative changes, technology improvements and shifting employee expectations. Therefore, it is now strategically necessary to retain employees in order to maintain academic quality, institutional viability and sustainable development. Retaining competent educators has become essential in today's higher education institutions because high staff turnover increases recruitment costs, decreases organizational knowledge and impairs efficiency. The relationship between employer and employee responses towards reason for leaving higher educational institutions functioning in a dynamic organizational setting is investigated in this study. The study has selected 350 employees in higher educational institutions as a sample. The data was analyzed using descriptive statistics and Contingency Coefficient analysis to find out the significant relationship among employer and employee perception towards employee retention strategies in workplace. The findings of the study revealed that there is a significant relationship between employee and employer perception towards retention factors such as insufficient opportunities for professional growth, inadequate appraisal system, Dissatisfaction at work, Lack of team collaboration and Unfavourable working relationships between employers and employees. Thus, higher educational institutions should have improved employee morale which leads to higher retention rates within the organization. As a result, maintaining academic quality, institutional continuity, and sustainable development now depend on employee retention. The study suggested that higher educational institutions must prioritize employee engagement foremost and establish a nurturing workplace that encourages professional

growth in order to overcome these obstacles. Hence, higher educational institutions might increase retention rates and eventually boost overall performance of institutions by investing their employees.

*Keywords: higher educational institution, employee retention strategies, sustainable development, perception and workplace.*

## **INTRODUCTION**

The reliability and efficiency of academic and administrative operations in higher education institutions are significantly impacted by employee retention. In higher educational institutions, employee retention encompasses the tactics and procedures employed to retain skilled and competent staff members such as instructors, administrative staff, and assistance employees. It is essential to keep talented staff members to assure continuity, upholds the standard of education, enhances institutional prestige, and lowers the expenses and interruptions caused by excessive turnover. In a dynamic business environment, retaining employees has become an important concern for companies striving to stay competitive. Retaining competent and experienced workers is crucial for maintaining organizational performance and growth in the context of growing labour market competition and rising employee turnover expenses. This study investigates the elements that are reason for employee leaving the institutions which looks at practical methods to increase employee dedication and assesses how the turnover rate affects the success of the higher educational institutions across all aspects. Higher educational institutions can develop specific strategies that support a stable and driven staff and eventually contribute to long-term institutional sustainability by comprehending the major factors that influence employee retention.

## **STATEMENT OF THE PROBLEM**

Higher education institutions are essential for the advancement of society because they promote research and offer excellent instruction. High staff turnover however indicates increasing risks to these institutions capacity to sustain their operational efficiency and academic quality. The increasing percentage of faculty turnover has made employee retention in higher education institutions as a major concern. Most higher education institutions struggle to adopt successful retention strategies, although the crucial function that experienced and competent staff have ensuring academic quality, institutional viability and effectiveness in operation. Specific requirements and expectations of academic staff members such as possibilities for professional advancement, job satisfaction, institutional support and work-life balance are often not fulfilled by current retention programs. To promote long-term commitment and engagement in higher

education settings it is imperative to determine which staff retention tactics are most successful and influential. Most of the higher educational institutions find it difficult to practice solutions that effectively address the various requirements and motivations of their administrative and academic staff. Employee decisions to stay or leave are influenced by a number of factors, including job satisfaction, career growth possibilities, corporate culture and salary. Multiple variables such as job satisfaction, opportunities for career advancement, corporate culture, and pay, affect employees' decisions whether to remain or quit their jobs. Hence, in order to enhance staff retention and overall institutional performance, this study aims to determine and evaluate the perception of employer and employee towards retention strategies which is designed especially for higher education institutions.

### **OBJECTIVES OF THE STUDY**

- To determine and contrast the perceptions of employers and employees in higher educational institutions regarding the reasons employees leave the institutions.
- To evaluate the key factors influencing employee retention in a dynamic and long-lasting educational institution.
- To study how retention strategies affect efficiency, institutional viability and satisfaction among employees.
- To provide a suitable suggestion based on the employee retention techniques that are flexible and sustainable for higher education establishments.

### **LITERATURE REVIEW**

**Daniel Esemé Gberevbíe (2008)**, have conducted a study on “Employee retention strategies and Organizational performance”. The main purpose of the study is to analyse the connection between organizational success and staff retention tactics. The study is empirical in nature. They selected 120 respondents from reputable Nigerian beverage establishment by using simple random sampling methods. A questionnaire was used to gather information from the chosen respondents. The data collected has been analysed through the statistical tools such as ANOVA, t-test and principle component analysis used in order to find out the relationship between employee retention strategies and organizational performance. The finding of the study reveal that organization that implement effective retention strategies such as consistent providing consistent salary, allowing employees to participate in decision making and implementing policies that support job security and offering benefits that prioritize the wellbeing of employees family members all these factors will improve the employee performance and create a positive mentality to retain in their job for longer

period of time. The study suggested that organizations which do not prioritize employee retention strategies may experience increased employee turnover and fails in organization performance.

**Michael Babu et.al., (2016)** carried out a study entitled, “Impact of compensation package on Employee retention”. This study investigated how employee retention is affected by remuneration packages. The main goals of the study were to ascertain how compensation packages affect employee retention, if remuneration plans and work satisfaction are related and how job fulfilment and employee retention are related. The research investigation is done with a sample size of 71 staff members from Kollam. The data has been collected through structured questionnaire and analysed through statistical tools such as Chi-square, mean, standard deviation and correlation. The findings of the study revealed that there is a significant relationship between employee retention and compensation packages it also states that when the employee continuing his work for longer period of time represent the positive correlation between job fulfilment and compensation packages. The result of the investigation additionally highlighted that there is a strong correlation between job fulfilment and employee retention when the employee decides to continue their job in the same institution with a greater level of satisfaction.

**Dimitrios chatzoudes et.,al., (2022)**, in their article entitled, “Factors affecting employee retention: proposing an original conceptual framework”. This study is empirical in nature which aims to investigate the variables that influence European employees intention to leave their jobs, with a focus on the role of intermediary of working environment. The data has been collected from respondents in five various European countries. The study reveals the process that affects employee retention as well as the significant influence that job satisfaction and employee commitment have on raising employees' intentions to remain with the same firm. Thus, the result of the study indicates that business should establish positive working connections, a positive workplace culture and helpful HR procedures.

## **METHODOLOGY**

The study applies a quantitative research methodology and employs Contingency Coefficient Analysis to investigate the degree of correlation between specific categorical variables associated with employee retention in higher education. A systematic questionnaire with nominal and ordinal characteristics like gender, designation, job satisfaction, and retention intention was used to gather primary data from 350 academic members and administrative staff. The degree of association between these variables was measured using the appropriate tool. The data has been analysed through statistical tool such as contingency coefficient which indicates the high coefficient values

and significant correlation between the categorical variables. This methodology supported research based approaches for sustainable development in higher education institutions by allowing the study to find important correlations between employer and employee perception towards the reasons for leaving the institutions.

## FINDINGS OF THE STUDY

**Employer and Employee responses to the statement “reason for resigning from the higher educational institutions” in terms of frequency and proportion with the result of contingency coefficient analysis**

**Table 1**

Reasons to leave the higher educational institutions		Employer		Employee			
		F	Percentage %	F	Percentage %	CC	P value
Inequitable pay	Yes	20	40%	210	70%	.013	.602
	No	30	60%	90	30%		
	Total	50	100	300	100		
Insufficient opportunities for professional growth	Yes	10	20%	195	65%	.183	.002
	No	40	80%	105	35%		
	Total	50	100	300	100		
Inadequate appraisal system	Yes	8	16%	190	63%	.258	.001
	No	42	84%	110	37%		
	Total	50	100	300	100		
Lack of employee involvement	Yes	45	90%	80	27%	.162	.458
	No	5	10%	220	%		
	Total	50	100	300	100		
Dissatisfaction at work	Yes	6	12%	203	68%	.180	.000
	No	44	88%	97	32%		
	Total	50	100	300	100		
Lack of team collaboration	Yes	41	82%	145	48%	.157	.001
	No	9	18%	155	52%		
	Total	50	100	300	100		

<b>Unfavourable working relationship between employers and employees</b>	<b>Yes</b>	<b>4</b>	<b>8%</b>	<b>60</b>	<b>20%</b>	<b>.143</b>	<b>.000</b>
	<b>No</b>	<b>46</b>	<b>92%</b>	<b>240</b>	<b>80%</b>		
	<b>Total</b>	<b>50</b>	<b>100</b>	<b>300</b>	<b>100</b>		

The above table 1 shows that the analysis of data through contingency coefficient by examining the relationship between respondent categories (Employer and Employee) and specific workplace variables discloses that inequitable pay does not significantly differ which indicates the perception of both the respondent categories ( $CC=.013, p=.602$ ). Likewise, Lack of employee involvement ( $CC=.162, p=.458$ ) also shows that there is an insignificant association between employer and employees perception towards institution changes. This indicates that in order to increase participation and harmonize attitudes within the workplace initiatives to promote collaboration and better communication might be essential. However, insufficient opportunities for professional growth ( $CC=.183, p=.002$ ), inadequate appraisal system ( $CC=.258, p=.001$ ), Dissatisfaction at work ( $CC=.180, p=.000$ ), Lack of team collaboration ( $CC=.157, p=.001$ ) and Unfavourable working relationships between employers and employees ( $CC=.143, p=.000$ ) reveal a perception difference between the two groups with a moderate and significant relationship. Hence, the result of the study indicates that employers and employees view the majority of workplace issues similarly whereas insufficient opportunities for professional growth, inadequate appraisal system, Dissatisfaction at work, Lack of team collaboration and Unfavourable working relationships between employers and employees remains to represent a significant relationship among them which requires focused management action.

## **SUGGESTIONS**

- Higher Educational institutions have to address the substantial perception gap between employers and employee through organized training and development programs.
- Management have to regularly analyse and ensure that all the development programs initiated are aligned with employee requirements and institutional goals.
- Employer of higher educational institutions should promote employee involvement in setting goals and performance reviews which will helpful to increase confidence in assessment systems.
- Employers have to promote a healthy and long lasting relationship with employee through equality, respect and constant communication.

- Higher educational institutions should implement a comprehensive and inclusive human resource strategy that focuses on specific areas of perceptual difference while addressing common issues.

## CONCLUSION

Employers and Employees in higher educational institutions usually perceive a different opinion towards workplace practices due to variation in roles, responsibilities and requirements. The study examine the perceptive of both employer and employee in workplace and it is identified that there is a difference in response based on retention practices and also observed that employer examine through policy and performance whereas employee evaluate the similar activities based on equal opportunity, encouragement and personal growth. Employee attitude, involvement and desire to remain with the workplace are significantly influenced by these perceptual variations. Hence, the findings of the study based on the contingency coefficient analysis reveals that inequitable pay and lack of employee involvement are not statistically significant which shows it is not a key factor affecting the result. Whereas the perception of employer and employee towards retentions factors such as insufficient opportunities for professional growth, inadequate appraisal system, Dissatisfaction at work, Lack of team collaboration, Unfavourable working relationships between employers and employees are statistically significant. Therefore, the study highlights that balanced understanding between employer and employee in higher educational institutions is necessary for effective employee retention. Further, improving employee satisfaction, organizational commitment and attaining sustainable institutions development all depends on bridging perceptual gaps through transparent interaction, collaborative leadership and focused human workforce intervention.

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