

Causes of Teaching Staff Turn Over and Retention Strategies Adopted in Self Financing Institutions in Bengaluru - A Study

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Abstract: The high attribution of teaching staff in self-financing higher education institutions is unhealthy for the smooth running of institution since it impacts the growth, profitability and student satisfaction. But some teaching faculty leave and being replaced as a natural and inevitable in the education field. Employees are the backbone of any institution. They should be protected properly in the interest of institution in an ambience which widens the employee commitment, and contributes to the growth of the institution.

Derek (2006) in this study found out that the employee's turnover is positively associated with the organizations inefficiency. Therefore, the present study focuses teacher turn over causes and different strategies adopted by different organizations to retain the faculty. Bengaluru has three state universities in addition to autonomous and many private universities. The study reveals clearly poor salary, and working conditions are the prime reasons behind high teacher attrition. Further, it is also found that job insecurity, lack of academic promotion aspects are the strong trigger and push factors in the departure process. Since each employee may have a number of inter connected "push and pull" factors for leaving or staying, the managements of all institutions must guard against the push factors i.e., looking another job due to dissatisfaction with working conditions and pull factors draw employees towards another organization for higher salary or better prospects.

Keywords: Pull and push factors, working conditions, job satisfaction, retention strategies, higher education, morality.

1. Introduction

Teachers and educational institutions play a dominant role in the creation and moulding of the future professionals. Today's students are tomorrow's employees and professionals. The employees working for the organisation are the assets of the organisation and it is the duty of all managements to protect these intellectual assets and motivational strategies should be designed to make the employees to feel happy and commit to the comfortable stay. Educational institutions are accorded as temples of knowledge and are behind imparting knowledge and value based learning. Heavy employee turnover is considered as management apathy to look after the human resources and failed to stop turnover and an uncomfortable employee without any alternative quit the job causing inconveniences to the management. Employee turnover influences both organizations

and their workers. Organizations have to incur the expenses on recruitment and training of new employees and while employees may have to learn specific skills relations imparting knowledge in the educational institutions. Further, cost of leaving increase the hidden cost, low morale, reduce enterprise, goodwill, voluntary and involuntary turn over. Successful managements are those which keeps teaching faculty turn over at minimum and they achieve this through motivation, encouraging teaching faculty to work wholeheartedly and stay in the organisation for a large period of time. The teaching faculty's long stay helps to ensure consistency in the performance.

Employee retention refers to the policies and practices followed by institution that helps to prevent valuable employees from leaving their job. Retention of employees in post graduate centers, professional colleges like engineering, architecture, management medical etc. is a serious concern (Ngethe J.M. et. al. 2012). The previous studies have shown that high employee turnover caused grave consequences for the quality, consistency and stability of academic centers (Powell WW 2010). High turnover may be worstly effect the students and the remaining staff members, who struggle to give and receive quality services when positions are vacated and then filled by inexperienced teachers.

2. Statement of the problem

Employees in an educational institution are the backbone of any success and therefore they need to be motivated and maintained in organization at any cost to ensure the organization to be locally, nationally and globally competitive in terms of providing best rated qualitative education to the students. Turn overs in an education institution becomes common only because of bad management strategy towards the teaching community. Many educational institutions finds it difficult to retain the qualitative workforce and heavy turnover can significantly impact the educational institutions performance. The demand for good teaching staff at Bengaluru is day by day increasing and some globally reputed institutions provide better pay, infrastructure facilities and keep the morale of teachers at a higher rate.

The globalization concept across the globe ushered competitiveness and open competition in any field is common today and education sphere is not an exception. The aspirations of students and parents to pursue better education is spreading in Bengaluru at a faster rate and that is why innumerable globally popular education center, are providing better education through imparting knowledge.

3. Objectives of the study

- i. To study demographic profile of teacher respondents.
- ii. To analyse the factors driving teachers attrition.
- iii. To analyse the respondents awareness of controllable factors of attrition.
- iv. To study the respondents awareness of uncontrollable factors of attribution.
- v. To analyze the employee retention strategies.

4. Hypotheses

- i. The demographic profile of respondents is not supporting the study on attribution and retention.
- ii. There are no factors driving teacher's attribution.
- iii. Respondents are not aware of controllable factors of turn over.
- iv. Respondents are not aware of uncontrollable factors of attribution.
- v. There are no employee retention strategies.

5. Research design

The research design indicates the type of research methodology undertaken to collect the information for the study (Sandya et al. 2016). The researcher has used both descriptive and analytical type. Descriptive study is used with the main objective to describe the state of affairs as it exist at present and mainly involved surveys and fact finding enquiries of different kinds. The researcher has used descriptive research to identify the factors behind employee retention. The researcher has used analytical type to analyze the existing facts from the data collected from professors, associate professors and assistant professors of different colleges.

6. Sample of the study

Bill Golden formula for the selection of number of respondents is followed.

$SS = \text{infinite where population is } > 50,000$

$SS = Z^2 \times (P) \times (i-p)/c^2$

Z = Z value A (e.g. 1.96 for a confidence level)

P = Percentage of population picking a choice, expressed as decimal B.

C = Confidence interval, expressed as decimal.

(e.g. 0.04 = +/- 4 percentage points)

AZ values (Cumulative Normal Probability Table)

1.645 = 90% Confidence level

1.96 = 95% Confidence level

$2.576 = 99\% \text{ Confidence level}$

$SS = 3.8416 \times 0.5 \times 0.5 / 0.0016 = 0.9604 / 0.004$
 $= 600.25 \text{ or } 600.$

A. Sampling technique

Convenience sampling techniques was adopted to collect the require data since the workers are available only at the time of reporting to be work or at the time of leaving unit. Interested workers willfully came forward to provide valuable data and many-a-times when a better rapport is established much more data was given by the respondents.

The sampling table gives clearly the sample division by type of institution.

Sample Table

College type	No. of respondents	Total
Degree colleges govt. aided, unaided and permanently unaided	30 x 10	300
Post graduate centres	20 x 10	200
Professional institutions (Engg. Medical, Ayurveda, LLB, LLM)		
Total	60	60

B. Source of data

The study uses both primary and secondary data. The primary data was collected with a questionnaire which was earlier tested in a pilot study regarding addition and deletion of unnecessary questions. Secondary sources like journals, websites, and books were referred and data has been compiled.

C. Questionnaire design

The questionnaire framed for this purpose is a structured questionnaire in which all the questions are predetermined before conducting the survey. The scales used to evaluate questions are

- i. Dichotomous scale, (yes or no)
- ii. Likert 4 point scale.
- iii. Statements

D. Statistical tools and techniques

Chi-square and ANOVA statistical tools were used to interpret the data. Chi-square and ANOVA both quantitative metrics measure variables variation and also assist in testing the collected data scientifically.

7. Review of literature

Armstrong (2011) states that the prospects of getting higher pay elsewhere is one of the most obvious driver of turnover. Further, the researcher reveals that this practice can be noticed at all level of economic ladder from executives and generously paid professionals in high stress positions to entry level workers.

Ng'ethe, J. et al. (2012) states that the employee retention refers to policies followed by institutions that help to prevent valuable employees from leaving their present job. The authors reveals that hiring knowledgeable people for the job is essential for an employer and retention of employees in professional

colleges which includes Engineering, Architecture, Management, Medical etc., is a serious concern.

Abdul et al. (2014) reported that pay more to the employees than the compensation to solve the problem of turn over.

Ibrahim et al. (2013) reveals that employee turnover basically occurs due to unhappiness of an individual employee from job environment. Further, the researchers have stated that it is very important to know the difference between those employees who leave the job since they are not satisfied with their job and those employees who leave their job for other reasons.

According to Miller et al. (2003) employees get benefitted by the work environment that provide a sense of belonging.

Wells and Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which impacts the motivation level of commit with the organization for the long term.

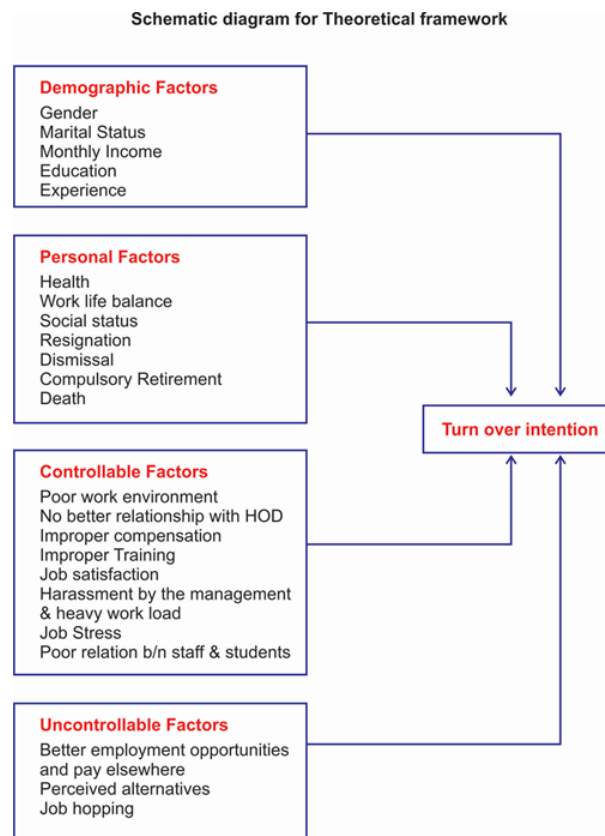
Ramlal (2003) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work environment.

A. Survey findings

Table-1 highlights data about demographic profile of teacher respondents in Bengaluru self-financing institutions. There are 350 males and 250 females. Chi-square tool clearly rejects the H0 and accepts H1 and therefore it is concluded that there exist significant variation in the data. There are 520 married respondents and 80 are single. Chi-square tool accepts H1 and rejects H0 and therefore it is concluded here that there exist significant variations in the data. Further the table also provide data about monthly income of the respondents. There are 180 respondents falling in the income range of 40K to 60K followed by 120 drawing a salary of 20K - 40K range, 90 in between 60K - 80K, 60 each in between 15k - 20K and 80K - 1 lakh, 50 drawing a monthly salary of 1 lakh - 1,20,000 and 40 respondents above Rs. 1.20 lakhs. Chi-square statistical tool rejects H0 and accepts H1 and therefore it is concluded that there exist significant variation in the data and respondents belongs to different income groups.

The table also reveals data on education status of respondents. There are 330 respondents who are post graduates and working in different education centres followed by 120 respondents are MPhil/ NET / SLET degree holders, 90 PhD scholars and 60 LLB/LLM graduates. Chi-square statistical metric fails to accept H0 and accepts H1. Therefore it is concluded here that there exist significant variation in the data and respondents belongs to different education background. Experience wise data reveals that there are 180 respondents who have put up service of less than 5 years followed by 160 between 5 -10 years, 125 in between 10-15 years, 75 above 20 years and 60 in between 15-20 years. Chi-square quantitative metric fails to accept H0 and accepts H1 and hence it is concluded here that there exist significant variation in the data

and respondents are aware of it.



Sources : (i) Ritika Manuswami (2012)
 (ii) Authors research

Fig. 1. Schematic diagram for theoretical framework

Table-2 highlights data about factors impacting employee's attrition. 362 respondents out of 600 strongly agree over the statements impacting employee attrition followed by 210 agreed and 28 somewhat agree. Out of 362 respondents who are strongly agree, 72 said about acute health problem, 60 about improper maintenance of work life balance, 58 about social status, 55 about death, 42 about compulsory retirement and resignation. Out of 210 respondents who said agree, 40 said about health factor, 38 about social status, 32 about dismissal 26 about improper maintenance of work life balance, 25 each about resignation and compulsory retirement and 24 about death. Out of 28 respondents who said somewhat agree, 6 each said about social status and dismissed 5 about health problem 4 about improper maintenance of work life balance, 3 about resignation and government policy and 2 each about compulsory retirement and death. ANOVA statistical tool fails to accept H0 and accepts H1. Therefore it is viewed here there exist significant variation in the data and respondents are aware of factors impacting employee attrition.

Table 1
Demographic Profile of Respondents

Demographic Variables	No. of Respondents	Percentage
Gender		
Male	350	58
Female	250	42

Hypotheses

H0 There exists no significant variations in the data Reject
H1 There exists significant variations in the data Accept

Chi-square Table : Calculated value - 322.67, Sig. level @ 5%, df = 1, TV = 3.841

Chi-square Analysis : Since the calculated value being 322.67 higher than the TV = 3.841 @ 5% level of significance, rejects the H0 and accepts H1.

Monthly Income

Monthly income (in Rs.)	No. of respondents	Percentage
15 K - 20 K	60	10
20 K - 40 K	120	20
40 K - 60 K	180	30
60 K - 80 K	90	15
80 K - 1 lakh	60	10
1 lakh - 1.20 lakhs	50	08
1.20 lakhs and above	40	07

Hypotheses

H0 There exists no significant variations in the data Reject
H1 There exists significant variations in the data Accept

Chi-square Table: Calculated value - 176.3419, Sig. level @ 6%, df = 6, TV = 12.592

Chi-square Analysis: The calculated value being 176.2419 higher than the TV = 12.592 @ 5% level of significance with df = 6 fails to accept the H0 and accepts H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of it.

Demographic Variables	No. of Respondents	Percentage
Education		
Post-graduation	330	55
MPhil research / NET / SLET	120	20
PhD research degree	90	15
LLB / LLM Colleges	60	10

Hypotheses

H0 There exists no significant variations in the data Reject
H1 There exists significant variations in the data Accept

Chi-square Table: Calculated value - 300, Sig. level @ 5%, df = 3, TV = 7.815

Chi-square Analysis: The calculated value being 300 much higher than the TV = 7.815 @ 5% level of significance with df = 3 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data.

Demographic Variable	No. of Respondents	Percentage
Experience (in years)		
< 5 years	180	30
5 - 10 years	160	27
10 - 15 years	125	21
15 - 20 years	60	10
> 20 years	75	12

Hypotheses

H0 There exists no significant variations in the data Reject
H1 There exists significant variations in the data Accept

Chi-square Table: Calculated value - 300, Sig. level @ 5%, df = 4, TV = 9.488

Chi-square Analysis: The calculated value being 300 higher than the TV = 9.488 @ 5% level of significance with df = 4 fails to accept H0 and accepts H1. Therefore it is concluded that there exist significant variation in the data and respondents are aware of it.

Table-3 reveals about respondents awareness of controllable factors of attrition. 371 respondents out of 600 strongly agree over the drivers of controllable factors of attrition followed by 201 agree and 28 somewhat agree. Out of 371 who strongly agree, 71 said about management harassment and more clerical work, 60 about poor work environment and no scope for research work, 58 about lesser job satisfaction, 52 about poor relationship between student and teacher, 48 about strained relation with HOD, 45 about job stress and 37 about improper compensation. Out of the 201 who said agree, 39 said about poor work environment, 38 about management harassment, 35 about lesser satisfaction, 28 about job stress, 24 improper

Table 2
 Personal factors impacting employee attrition

Drivers of turn over	SA	A	SWA	T
Accute health problem	72	40	5	117
Improper maintenance of work life balance	60	26	4	90
Social status	58	38	6	102
Resignation / government policy	40	25	3	68
Dismissal	35	32	6	73
Compulsory retirement	42	25	2	69
Death	55	24	2	81
Total	362	210	28	600

Source: Field survey

Note: SA - strongly agree, A - agree, N - Neutral, DA - Disagree, SDA - stronglydisagree

Hypotheses

H0 There is no significant variation in the data Reject
 H1 There is significant variation in the data Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	7978.4258	(3-1)=2	7978.4258/2 =3989.2129	3989.2129/ 73.8571 =54.0125	F(2,18) =3.55
Within sample	1329.4287	(21-3)=18	1329.4287/18 =73.8571		
Total	9308.8545	(21-1)=28			

Source: Field Survey

ANOVA Analysis:

The calculated value being 54.0125 higher than the TV = 3.55@5% level of significance with df = v1 = 2 and v2 = 18 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of drivers of employee attrition.

Table 3
 Respondent's awareness of controllable factors of attrition

Drivers of controllable factors of attrition	SA	A	SWA	T
Poor work environment & no scope for research	60	39	5	104
Strained relation with HOD	48	22	4	74
Lesser job satisfaction and more clerical work	58	35	4	97
Management harassment and heavy work load	71	38	5	114
Job stress	45	28	2	75
Poor relationship between student and teacher	52	15	6	73
Improper compensation	37	24	2	63
Total	371	201	28	600

Source: Field survey

Note: SA - strongly agree, A - agree, N - Neutral, DA - Disagree, SDA - stronglydisagree

Hypotheses

H0 There is no significant variation in the data Reject
 H1 There is significant variation in the data Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	7978.4252	(3-1)=2	7978.4252/2 =3989.2126	3989.2126/ 115.6871 =34.48	F(2,18) =3.55
Within sample	2082.3687	(21-3)=18	2082.3687/18 =115.6871		
Total	10060.7939	(21-1)=20			

Source: Field Survey

ANOVA Analysis:

The calculated value being 34.48 higher than the TV = 3.55@5% level of significance with df = v1 = 2 and v2 = 18 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of drivers of controllable factors.

compensation, 22 about strained relation with HOD and 15 about poor relationship between student and teacher. Out of 28 respondents who said somewhat agree, 6 said about poor

relationship between student and teacher, 5 each about poor work environment and management harassment, 4 each about lesser job satisfaction harassment, 4 each about lesser job

Table 4
 Respondents awareness of uncontrollable factors driving employee attrition

Drivers of uncontrollable factors	SA	A	SWA	T
Better employment & pay opportunities elsewhere	104	58	22	184
Perceptual alternatives	68	41	08	117
Job hopping	74	50	11	135
Better academic environment elsewhere	90	55	19	164
Total	336	204	60	600

Source: Field survey

Note: SA - strongly agree, A - agree, N - Neutral, DA - Disagree, SDA - stronglydisagree

Hypotheses

H0 There is no significant variation in the data Reject

H1 There is significant variation in the data Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	9528	(3-1)=2	9528/2 =4764	4764/120.889 =39.4	
Within sample	1088	(12-3)=9	1088/9 =120.889		F(2,9) =4.26
Total	10616	(12-1)=11			

Source: Field Survey

ANOVA Analysis:

The calculated value being 39.4 higher than the TV = 4.26@5% level of significance with df = v1 = 2 and v2 = 9 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of drivers of uncontrollable factors.

Table 5
 Employee retention strategies

Retention strategies	HA	A	N	SWA	T
Empower the employees	54	32	4	7	97
Trust and respect teachers	50	28	3	5	86
Recognize the sincere teachers on equal basis	52	30	6	6	94
Appreciate teachers and achievements	48	34	5	4	91
Keep the teachers with high morale	45	23	2	3	73
Create environment where teachers perform well without harassment and heavy work	52	36	3	5	96
Involve the teachers in the institution progress	35	21	5	2	63
Total	336	204	28	32	600

Source: Field survey

Note: HA - Highly aware, A - Aware, N - Neutral, SWA - Some what aware

Hypotheses

H0 There is no significant variation in the data Reject

H1 There is significant variation in the data Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	9474.3159	(4-1)=3	9474.3159/3 =3158.1053	3158.1053/ 17.69 =178.52	
Within sample	424.575	(28-4)=24	424.5715/24 =17.69		F(3, 24) =3.01
Total	9898.8874	(28-1)=27			

Source: Field Survey

ANOVA Analysis:

The calculated value being 178.52 higher than the TV = 3.01@5% level of significance with df = v1 = 3 and v2 = 24 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of drivers of retention.

satisfaction and strained relationship with HOD and 2 each about job stress and improper compensation. ANOVA test fails to accept H0 and accepts H1 and hence it is concluded here that there exist significant variations in the data and respondents are aware of controllable factors impacting attrition among

teachers.

Table-4 highlights data about respondents awareness of uncontrollable factors driving employee attrition 336 respondents out of 600 are strongly agree over the drivers of uncontrollable factors followed by 204 agree, 60 somewhat

agree, Out of 336 who said strongly agree, 104 said about better employment and pay opportunities elsewhere, 90 about better academic environment, 74 about job hopping, 68 about perceived alternatives. Out of 204 who said agree, 58 said about better employment and pay elsewhere, 55 about better academic environment, 50 about shopping, 41 about perceived alternatives. Out of 60 who said somewhat aware 22 said about work environment, 19 about better academic environment elsewhere, 11 about job hopping and 8 about perceived alternatives. ANOVA satisfied tool fails to accept H₀ and accepts H₁. There it is concluded here that there exist significant variations in the data and respondents are aware of drivers of uncontrollable factors driving employee retention.

Table-5 provides data about employee retention strategies followed by different managements. 336 respondents out of 600 are highly aware of the drivers of retention followed by 204 aware, 28 neutral, 32 somewhat aware, Out of 336 respondents 54 said about empower the employee, 52 each said about create better environment and recognize the sincere teachers on equal basis, 50 about trust and respect teachers, 48 said about appreciate teacher achievements, 45 about keep the teachers with high morale and 35 about involve the teachers in the organizations progress. Out of 28 who stood neutral 6 stood neutral about recognize the sincere services of teachers on equal basis and 5 each about appreciate teacher's achievements and involve the teachers in the institution progress. Out of 32 who said somewhat aware 7 said about empower the employees, 6 said about recognize the sincere teachers on equal basis, 5 each about trust and respect the teachers and create better environment ANOVA fails to accept H₀ and accepts H₁. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of it.

8. Conclusion

Bengaluru is becoming a global center for higher education. Students from different countries are pursuing higher education in Bengaluru. The requirements and hopes of students should be met well in time to grow further. In attaining quality education teachers quittals are becoming problem to the

different managements. Strategies should be designed to minimize employee turnover, and managements has to change their recruitment policy, selection, industry, and salary payment. Salary issue could be addressed by benchmarking on salaries with other organizations. Managements should keep higher morale among the teachers which is possible when they are harassment free. Management should encourage the teachers to take up research work and engage them on issues that affect them. This way the management may be in a position to identify dissatisfaction attitude or disgruntlements before they reach the climax of resignation.

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