VARIOUS FACTORS INFLUENCEING RETENTION OF EMPLOYEES IN TECHNICAL INSTITUTE

Rathnakar G*

Prahallada M. C**

ABSTRACT:

It is widely believed that technical institutes are plagued by shortages of teachers, primarily due to recent increases in enhanced student enrollments, new courses, new institutes and teacher retirements etc. This investigation summarizes a series of analyses that have investigated the possibility that there are other factors tied to the organizational characteristics and conditions of technical institutes that are behind technical institute staffing problems. The data utilized in this investigation are from the technical institute. These data indicate that technical institute staffing problems are not primarily due to teacher shortages, in the sense insufficient availability of qualified teachers. Rather, the data indicate that technical institute staffing problems are primarily due to a "revolving door" - where large numbers of qualified teachers depart their jobs for reasons other than retirement. The data shows that the amount of turnover accounted for by retirement is relatively minor when compared to that associated with other factors, such as teacher job dissatisfaction and teachers pursuing other jobs. This investigation report emphasis on the attrition of employees in technical education institutes, it further makes a thorough investigation to find out the various factors contributing for employee's attrition in the technical Institutes. Further the investigation emphasis on the various factors that contributes for the employee's retention in the organization.

Key words: Attrition, employees, retention and strategies

* Asst. Professor, Department of Mechanical Engineering, Christ University Faculty of Engineering, Bangalore - 560074(Karnataka), INDIA.

** Professor, Department of Civil Engineering, Christ University Faculty of Engineering, Bangalore - 560074(Karnataka), INDIA.

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1.0 INTRODUCTION:

Retention of employees is critical to the long-term health and success of any organization. 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 employees is a costly proposition for an organization. Technical educational institutes face an enormous challenge in reducing attrition rate and turnover.

Attrition means the reduction in employees in a company through normal means, such as retirement and resignation. In this context, it is observed in technical education institutions; more employees are resigning from current institute and joining another education institution or industries/other companies due to so many factors/reasons. This is natural in any business and industry, however, in each and every organisations, management has its strategy policy towards retaining its employees. What makes them to leave present organization or what are the reasons, which make an employee to leave the job? Whether these employees are retained or not? What are the strategies adopted to retain the employees? Are these strategies successful in retaining employees? In this context, there are some questions concerned under the employee's questionnaire survey.

To tackle this problem this study has been taken up with a main focus of analyzing the factors affecting/influencing attrition and strategies adopted to retain employees in technical educational institutions.

2.0 SCOPE OF THE STUDY:

The study was limited to the technical educational institute. For the purpose of study the various departments like, engineering, library, administrative office, exam office and establishment section of Sir M VIT, Bangalore was selected. The study does not cover other activities of human resource such as recruitment, selection, and other human resource policies of the institute. The data was collected by administering questionnaire to 180 respondents working in the various departments of said institute and the respondents were selected by random.

2.1 Limitation of the study:

i. The information is collected from the primary and secondary data from a technical educational institute only.

ii. The respondents were unable to provide answers to a few questions on the ground of confidentiality

iii. The respondents' replies tend to be biased

iv. The sample size is limited to 180 respondents and hence the findings are restricted

v. This study is done for academic pursuits.

2.2 Method of study adopted: Descriptive search is fact finding information with adequate interpretation. It is simple and most specific type of search. This study is focused on particular aspect or dimensions of the problem selected.

2.3 Plan of analysis: The primary data collected from the structured questionnaire was put into tabular form. The data was analyzed by using percentages and averages. Suitable tables and graphs are prepared and presented in the report. This information was analyzed to draw inferences.

2.4 Tools for collecting data:

2.4.1 Primary Source: Primary data is collected by administering a questionnaire and by conducting sample survey.

2.4.1.1 Sampling method: Random convenient sampling method is adopted for this study. A sample size of 180 employees was selected from the different departments of the organization. Data have been collected through structured questionnaire. It has been pre-tested administrated and adopted. Direct interview technique has been adopted to approach the respondents. The response from the interviewers has been written down as the interview was in progress. Mostly close-ended multiple-choice questions were asked to elicit responses from the respondents. The most important step in the study work was gathering the needed information.

2.4.2 Secondary source: Secondary source of data is collected through:

- Published books, magazines, reports, text books

- Information from the establishment section of the organization.

- Literature available in annual report, organization profile

- Internet

2.4.3 Field work: Field work was carried out to collect the primary data from the respondents. The field work was mainly carried during the working hours of the organization. Questionnaire was given to the respondents to fill in. The respondents took time of 15 to 20 minutes on an average to fill in the Questionnaire.

2.4.6 Analysis and interpretation:

This part deals with data collected for analysis and interpretation from the primary and the secondary sources, i.e. through sample survey and questionnaire in order to have the first hand information about factors affecting attrition and retention policy or strategies for retention of employees. A sample of 180 employees has been interviewed with the help of administered questionnaire. The data collected revealed different opinions and they are analyzed with the help of tables. The outcome of the analysis is as under:

3.0 RESULTS OF DATA COLLECTED:

The percentage analysis results for retention of employees in technical institute are given in below Tables 3.1 to 3.16

Table 3.1: The percentage of response based on age group of respondents

Age group (in years)	Number of respondents	Percentage (%)
Less than 35 Yrs	98	54
35 - 40 Yrs	60	33
41 - 45 Yrs	12	07
Above 45 Yrs	10	06
Total	180	100

Table 3.2: The percentage of response based on designation of respondents

Designation	Number of respondents	Percentage (%)
Lecturers	126	70
Asst.professors	36	20
Professors	18	10
Total	180	100

Table 3.3: The percentage of response based on sex wise distribution of respondents

Sex	Number of respondents	Percentage (%)
Male	80	44
Female	100	56
Total	180	100

Table 3.4: The percentage of response based on technical educational qualification of respondents

Education qualification	Number of respondents	Percentage (%)
Graduates	45	25
Post graduates	110	61
Doctorates	12	07
Others	13	07
Total	180	100

Table 3.5: The percentage of response based on marital status of respondents

Marital status	Number of respondents		Percentage (%)	
	Male	Female	Male	Female
Married	50	35	65	35
Unmarried	30	65	35	65
Total	80	100	100	100

Table 3.6: The percentage of response based on No. of years of service/experience of respondents

No. years of experience	Number of respondents	Percentage (%)
Less than 2yrs	80	44
2 - 5 yrs	68	38
Above 5 yrs	32	18
Total	180	100

Table 3.7: The percentage of response based on income level of respondents

Income	Number of respondents	Percentage
Less than Rs.35,000	43	24
Rs.35,000 to 50,000	103	57
Rs.50,001 to 60,000	22	12
Above Rs.60,000	12	07

Table 3.8: The various factors/reasons for attrition in the technical educational institute

Factors/Grades	1	2	3	4	5
Salary	110	36	18	10	6
Growth	90	32	26	18	14
Stress/ Pressure at work	12	16	25	39	88
Safety issue	8	10	35	42	85
Stop gap	45	40	30	35	30
Job satisfaction	9	12	26	38	95
Work time & Related issue	6	13	17	32	112
Lack of facilities	12	18	26	34	90

Table 3.9: The percentage of results based on organization effort to retain employees

Employees retention	No. of respondents	Percentage (%)
Yes	99	55%
No	81	45%
Total	180	100%

Table 3.10: The percentage of results based on strategies adopted by technical educational institute to bring down attrition

Strategies	No. of respondents	Percentage (%)
Growth in career	45	25
Hike in salary	65	36
Stress busters at work	10	05

Training & Development	30	17
Better facilities	30	17
Total	180	100

Table 3.11: The percentage of results based on effectiveness of strategies to bring down attrition

Strategies	No. of respondents	Percentage (%)
Growth in career	72	40
Hike in salary	44	24
Stress busters at work	10	06
Training & Development	29	16
Better facilities	25	14
Total	180	100

Table 3.12: The percentage of results based on level of satisfaction about job profile

Level of satisfaction	No. of respondents	Percentage (%)
Yes	117	65
No	63	35
Total	180	100

Table 3.13: The percentage of results based on level of satisfaction about the facilities provided

Level of satisfaction	No. of respondents	Percentage (%)
Yes	108	60
No	72	40
Total	180	100

Table 3.14: The percentage of results based on percent annual teacher turnover

Academic year	2008	2009	2010	2011
Moved in	7%	6%	8%	8%
Moved out	9%	7%	9%	11%

Table 3.15: The percentage of results based on attrition level by years of experience

Experience in years	Percentage (%)
After 1 year	14
After 2 year	24
After 3 year	33
After 4 year	40
After 5 year	46
After 6 year	48

Table 3.16: The percentage of results based on annual teacher turnover in various departments of engineering

Department of Engineering	Moved in (%)	Moved out (%)
Civil	12	10
Mechanical	16	30
Electrical	15	15
Electronics	45	55
Comp. Science	30	35
Information Science	32	38
Telecommunication	42	45
Bio Technology	10	10
Management	45	55

4.0 OBSERVATIONS, SUGGESTIONS, AND CONCLUSION:

4.1 Observations:

Based on the data collection work, result analysis and interpretation the following observations have been drawn:

i. It is observed that entry - level job in institution start from 23 - 24 years and most of employees are below the age of 35 years

ii. It is observed that 70% of the employees start their career as lecturers that are with or without master degree and the remaining category are 20% of asst. professors and 10% of professors

iii. It is observed that, female employees responds more than male employees, married employees responds more than unmarried employees, less experienced employees

responds more than high experienced employees and less qualified employees responds more than highly qualified and highly paid employees

iv. It is observed that institution pays less salary compared to industry, for entry level and also for higher - level jobs

v. It is observed that, some employees give more importance to growth (in terms of monitory benefits) as well, which makes them to leave the organization.

vi. It is observed that, due to personal stress/pressure at work/personal/family reasons make employees to leave the organization.

vii. It is observed that some of the employees have joined as stopgap arrangement for period of 1 year or 2 year.

viii. It is observed that some of the employees especially youngsters are more particular about safety of job/government job, which makes them to leave the organization

ix. It is observed that during survey work some of employees are satisfied with the present job and some are less satisfactory and most of the employees felt that changing the job helps them to build their career successfully.

x. It is observed that most of the employees spend their valuable time in institute itself, almost it takes about 12 hours a day including travel1ing, employees find no time to do personal job and for their career-building activities

xi. It is observed that most of the employees spend their valuable time in institute itself, almost it takes about 12 hours a day including travel1ing, employees find no time to do personal job and for their career-building activities

xii. It is observed that institution has its own retaining strategy for employees. Along with monitory benefits, importance is given to the non-monitory benefits to employees (career growth) and also it is found that very few employees get more monitory benefits than non-monitory benefits

xiii. It is observed that some employees lagging in motivating factors, such as non-recognition of employee's hard work and contribution

xiv. It is observed that some employees are asked to leave the organization on the ground of genuine reasons like integrity of educational institution, poor performance and violence of ethical/code of conduct etc., will result in attrition

xv.   It is observed that cost cutting, management decision in terms of allowance, gradual decrease in terms of providing facilities like stoppage of transport facility, reducing hike in salary in the name of poor performance etc.,

xvi.   Some of the employees leave the organization trying for dream jobs in industries/companies and may want to pursue their higher education etc.,

4.2 Suggestions:

Based on the analysis results the following suggestions have been drawn.

i.   Attrition can be reduced by providing the employees job satisfaction, growth in career and hike in monitory benefits.

ii.   Strategies adopted in institution differ from companies/industries; however institution should look forward to give importance to employee's as well as institution growth.

iii.   Employees' recognition is very important in an organization. Management has to recognize the effort, hard work, efficiency of employees and appraise them through reward and by recognition scheme.

iv.   Based on the performance, salary and career/growth opportunities should be enhanced.

v.   One-to-one interaction with employees is an important aspect to be considered. It helps the management to understand the employees' problem and which in turn avoids attrition.

vi.   Suggestions from employees should be considered by the management, which makes employees to have a feel of involvement in the educational institution management activities and the management should implement 360 - degree appraisal, system.

vii.   Employees should be provided with the counseling session. This helps employees to find solution to the problem that they are facing within the institution or outside the institution.

viii.   Organization has to conduct job, career and life satisfaction surveys of employees annually to assess their satisfaction levels.

4.3 Conclusion:

Attrition indicates the number of employees who have left the organization. Retention looks at ensuring that critical/core employee stay with the organization. Design employee engagement

policy. Employees need to be involved and interested in their work. They should find meaning in what they do and have faith that the organization treats one fairly whether it is in terms of salary, role or growth opportunities. Organizations need to ensure that employees' aspirations are aligned to organizational goals. Creating a stronger emotional bond between the employee and the organization is the right step towards retention and this involves no cost.

Organization should protect the interest of the employees, should change its view with the time and implement the latest trends in every aspect to retain people in the organization, especially in technical educational institutes it is highly required to retain employees as the experience of the employees really matters to build the organization

5.0 Acknowledgement:

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