

CHALLENGES IN FACULTY RETENTION IN PRIVATE AND GOVERNMENT PROFESSIONAL INSTITUTES OR UNIVERSITIES OF UTTARAKHAND

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ABSTRACT

The study attempts to explain the challenges faced by an academic organization in retaining its employees. It is thus a comparative study of retention of the faculty between the government and the private educational sector. It has been seen that most young graduates prefer working for the corporate sector because of its attractive growth opportunities. In such a scenario recruiting and retaining talent is a challenge for every academic organization in the country. Organizations need to focus on increasing employee satisfaction because qualified employees are becoming scarcer and they are difficult to retain. Organizations must value their employees and treat them as assets. The blooming private sector stands by far as the major job providing sector compared to Government sector. With the advent of internet and social networking sites people have access to loads of relevant and real time information, hence, attrition. The research study aims at studying different perspectives of teachers working in the private and the government Institutes or universities of Uttarakhand, that prompt them towards retention and attrition, by throwing light on various factors.

Keywords: Attrition, challenges, educational sector, government sector, private sector, and Retention.

I. INTRODUCTION

A teacher, who is a building block of the society, must be given utmost importance and credibility for his noble work. His profession must be the most lucrative, full of opportunities, learning, development, recognition, respectable and also one amongst the highest paid. But, the scenario seems to be much different. There are few people who make this as a profession, and even if they make, is usually because of reasons that the other opportunities were somehow not available. Thus, in turn the employee of this sector is not very happy in choosing this as a career. It is the need of the hour that even the academicians must be given full fledged opportunity to expand and grow in their career. They must be given proper learning and development environment so that even the student who gains knowledge from them grows. This is possible if the organizations realize the importance of the teachers employed by them and make strategic changes and efforts to retain them. This in turn will also help

attract other potential young graduates. It is known that only a happy employee can deliver results to his maximum potential. Thus, efforts need to be made to realize the importance of this essential manpower of the academic organization, which can bring tremendous beneficial changes to the organization. It has also been seen that the government organizations are far different from the private organizations, with respect to many factors associated with employee retention. Hence, the research aims in studying the difference in the challenges faced by the government and the private institutes or universities of Uttarakhand, in retaining their employees. The research brings forth the different perspectives of the faculty / teachers working with the government and the private organizations which assist them in retaining or leaving their present organization.

The research paper is a part of the researcher's thesis and includes research with respect to the data collected from various private and government professional institutes or universities located in various parts of Uttarakhand, for the year 2013.

II. REVIEW OF LITERATURE

The review of the literature reveals the importance of employee retention in an organization in today's competitive scenario. It tells various factors that prompt employee to leave their present organization and ways in which employee retention can prove as competitive advantage for the organization in long run. (Bairi, Manoharand Kundu, 2011) have acknowledged that recently employee retention has emerged as the focus point of many researches in the field of HRM, particularly as part of talent management programs in which many of the human resources practitioners have integrated into the program. He concludes that knowledge retention plays a vital role in retaining talented employees.

(Phillips and Connell, 2003) state that employee retention has become a serious and complex problem for all organizations. Employee turnover is important to individuals, organizations, and society. For the individual, leaving a job may cause temporary loss of income and benefits, family stress, problem with individual self esteem, and possibly sustained unemployment and relocation for the individual and family.

(Walsh and Taylor, 2007) stated that the extent to which the employees react to the professional development determines whether the employees stay with the organization or not. They found that the most committed employees to work on challenging tasks are those most willing to stay with the organization.

(Moncarz, Zhao and Kay, 2009) Since the mid-1990s, empirical studies have concentrated not only on finding why employees or workers desert organizations but also looked at those factors and aspects that could significantly impact on employees to remain in the organization and the benefits associated with retaining workers. Thus, the study concludes that organizational factors are more important for not only benefiting the employees but also retaining them for a long term.

(Samuel and Chipunza, 2009) According to them the main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. He emphasized in his study about the loss of organization due to employees leaving the organization.

(Hutton, 2009) stated that there are several reasons because of which employee's quit their jobs. However, some reasons may be more significant compared to others in specific organizations. Also, there are different forms of departures, which may happen in different patterns depending on the existing organizational culture, circumstances, competitive position and management orientation. Employees who are given fewer reasons for feel insecure, uncommitted or dissatisfied have a less likelihood of quitting their jobs. The extent of attractive alternative job opportunities is another major variable that prompts employee to leave the existing job.

(Rust, Stewart, Miller, Pie lack, 2001) in their views said that employee turnover is highest among employees who are not satisfied with their jobs. Organizations need to focus on increasing employee satisfaction because qualified employees are becoming scarcer and they are difficult to retain. They suggest that one useful approach for increasing employee satisfaction is to view workers as customers. Based on the notion of employee as customer, they illustrated how a customer satisfaction measurement approach can be applied to the measurement of employee attitudes. They also demonstrated how this approach yields actionable results that managers can implement to increase employee satisfaction and thereby retention. A useful approach for increasing employee satisfaction is to view employee as customer.

(Sheridan Dec.,1992) on the study on organizational culture and employee retention reveals that, the retention rates of 904 college graduates hired in six public accounting firms over a 6 year period. Organizational culture values varied significantly among the firms. The variation in cultural values had a

significant effect on the rates at which the newly hired employees voluntarily terminated employment. The relationship between the employee's job performance and their retention also varied significantly with organizational cultural values.

The literature review provides an overview of the further study. The previous research study emphasizes the importance of employee retention to an organization. The present research study would do a comparative study on retention; and would discuss the challenges in retention in private and government academic organizations, and would help in determining the reasons of dissatisfaction in faculty and would give suggestions to overcome it.

III. OBJECTIVE

- A. To do a comparative study of challenges faced by Private and the Government Institutes or Universities in Uttarakhand in retaining teachers.
- B. To study the causes of high rate of attrition of faculty of private and the government sector.
- C. To study the causes of dissatisfaction in private sector faculty.

IV. RESEARCH METHODOLOGY

A. Area of Study:

The area of the research work is a part of researcher's thesis and includes teachers working in the government and private institutes or universities of Uttarakhand region. The researcher has collected data from 300 respondents (overall) from private and government professional colleges or universities of Uttarakhand. As a part of the research, the researcher has covered various colleges from three government universities which are; Govind Ballabh Pant University of Agriculture and Technology, Pantnagar, Uttarakhand Technical University, Dehradun and Bipin Tripathi Kumaon Institute of Technology, Dwarahat. The private universities or colleges have been selected randomly. The respondents include the teaching staff; professors, associate professors, assistant professors and lectures. The data includes facts and figures collected in the year 2013.

B. Data Collection Method

The methods used to collect data are primary data sources and secondary data sources. The primary data for the present study have been collected from the respondents; after the pilot survey, with the help of questionnaires that are based on Likert's five -point scale, ranging from; strongly disagree to

strongly agree. The validity and the reliability of the questionnaires have been tested through SPSS.

C. Research Work:

The research aims in studying the challenges faced in retention by the government and the private institutions or universities of Uttarakhand. The researcher has therefore made two different constructs measuring factors that assist in job retention and factors that assist in job attrition. Each construct includes many different variables and each variable has been measured in order to find out their contribution. The study reveals the difference in opinions between the government and the private sector employees, with respect to the job retention and attrition factors and also which of the two sectors i.e. private and the government sector, faces more attrition and less retention and vice-versa. The analysis of the research work has been done by using statistical tool such as SPSS. The independent sample t-test is applied in the research study to compare the average response of the faculty members.

V. NULL HYPOTHESIS:

Ho1: There is no significant difference in the challenges with respect to retention between faculty in Private and Government institutes / Universities.

Ho2: There is no significant difference between the work load per faculty in private and government institutes / Universities.

Ho3: There is no significant difference between the salary received by the faculty of private and the government institutes / Universities.

Ho4: There is no significant difference between the availability of more research facilities in the private and the government institutes / Universities.

Ho5: There is no significant difference between the vacations or leave facility in the private and the government institutes / Universities.

VI. RESULTS & ANALYSIS

A. Factors That Assist In Retention

In the research study the effort is done to analyze the difference in perception of the faculties working with the private and the government universities or institutes of Uttarakhand with respect to different components that assist them in Job retention. There are many factors that are responsible for retention in a particular job for a longer time period. These can be personal factors, professional factors, work environment, institute, etc.

In order to find out the difference between the factors responsible for retention in the private and government sector, independent sample t-test has been applied. The Null hypothesis of Independent sample t-test is "There is no difference in the factors responsible for retention for the private and government faculty members".

The results of Independent sample t-test are shown in table I (Kindly refer table –I).

The results indicate that the probability value for all the dimensions except, "Good research environment", "Job of spouse in the same city", "Retention because Children education will be disturbed if change in workplace", "Constant motivation from higher authorities" and "Well reputed institution", is less than 5 percent level of significance. Hence, with 95 percent confidence level the null hypothesis of no significant difference between the average score of different components of factors responsible for retaining in job between two independent samples of private and government educational institutions cannot be accepted. Hence, it can be concluded that, there exist statistical significant difference between the faculty members working with the private and the government educational institutions with respect to different components of factors responsible for retaining in job. It is also found from the results that the mean score of all the dimensions of the factors responsible for retaining in job for the government sector, except "Location of institute in good city", "Workplace close to town", "Job of spouse in the same city", "Retention because Children education will be disturbed if change in workplace" and "Constant motivation from higher authorities"; is higher than mean score of the response received from the private institutional employees. This in turn indicates that the components of factors responsible for retention which assist employee to stay in the job for a longer period for the faculty members working with the private institutions.

However, in case of the component "Good research environment is a retaining factor", "Job of spouse in the same city helps in managing family life and acts a retaining factor", "Retention because Children education will be disturbed if change in workplace", "Constant motivation from higher authorities a retaining factor" and "Well reputed institution is a retaining factor", the p-value of the t statistics is more than 5 percent level of significance; hence the null hypothesis of no significant difference for this component can be accepted. Therefore, with 95 percent confidence level it

can be concluded that these components of factors responsible for retention are same in government and private institutions or universities.

B. Factors That Assist In Attrition

Employees quit their job for many reasons, some of which can be controlled by the employer. However, there are some reasons that are beyond the control of employer. Reasons such as spouse's job, children education, family, health issues, etc are few reasons which are tough to address by an employer. But, employees quit their job mainly because of many factors such as; monotonous and unchallenged work, poor work culture and environment, non cordial relationships with co-workers, lesser opportunities to use skills and abilities, less autonomy and independence, no or less recognition of employee job performance, workplace conflict, uncompetitive salary, etc.

In order to find out the difference between the factors responsible for attrition in the private and government sector, independent sample t-test is applied. The Null hypothesis of Independent sample t-test is "There is no difference in the factors responsible for attrition for the private and government faculty members".

The results of Independent sample t-test are shown in table II. (Kindly Refer Table –II).

The results indicate that the probability value for all the dimensions except, "Location of institute in small town assists in leaving job" and "No transport facility assists in leaving this job" is less than 5 percent level of significance. Hence, with 95 percent confidence level the null hypothesis of no significant difference between the average score of different components of factors responsible for attrition between two independent samples of private and government educational institutions cannot be accepted. Hence, it can be concluded that, there exist statistical significant difference between the faculty members working with the private and the government educational institutions with respect to different components of factors responsible for leaving job. It is also found from the results that the mean score of all the dimensions of factors responsible for leaving for the government sector is less than mean score of the response received from the private institutional employees. The mean score for all the dimensions for the private institutions is higher than the mean score for the government institutions. This indicates

that the components of attrition are higher for the Private institutions or universities.

However, in case of the component "Location of institute in small town assists in leaving job" and "No transport facility assists in leaving this job", the p-value of the t statistics is more than 5 percent level of significance; hence the null hypothesis of no significant difference for this component can be accepted. Therefore, with 95 percent confidence level it can be concluded that the above two factors responsible for attrition are same in government and private institutions or universities.

VII. FINDINGS AND RECOMMENDATIONS

The main objective of the study is to do a comparative study of retention, by discussing the challenges faced between the private institutes or universities and the government institutes or universities of Uttarakhand and also discusses the causes of attrition among faculty of different organizations. The findings also include various factors responsible for dissatisfaction in private sector faculty. The study reveals that:

- The research reveals that the factors of retention such as; location in a good city, workplace close to hometown, spouse's job in same city, children education and constant motivation by the authorities of institute, are preferred more by the faculty members working with the private institutions.

Hence, the management can motivate the employees for better retention.

- The factors of retention such as ; salary, career development, good research environment, job security, more autonomy, more financial benefits, less work load, higher education opportunities, good institution support, well reputed and good leave benefits, are more preferred by the government faculty for job retention.

This reveals that government faculties are paid better as per UGC norms and they are given a better environment of learning and development. Thus, the government faculty is very much satisfied with their job and would not like to leave their job unless a very lucrative opportunity is available.

- The null hypothesis of no significant difference between availability of more research facilities in private and government institutes / universities has been rejected.

Hence, the government academic organizations provide more research facilities with funds to the research scholars, as compared with the private academic organizations of Uttarakhand. Therefore, the teachers /faculties are more satisfied with the availability of facilities related to research in government organizations, which in turn helps them provide a good learning environment for future growth opportunities.

- The null hypothesis of no significant difference between vacations or leave facility in private and government institutes / universities has been rejected.

Hence, the results reveal that teachers working in government organizations are far more satisfied and happy with the leave or vacation facility available for them. On the other hand the teachers working with the private institutions are not satisfied with the vacations facility given to them. This indicates that the work environment in the government academic sector is much congenial and employee friendly than that found in the private academic sector.

- The research explores three factors; job security, well reputed institution and more freedom and autonomy at workplace, to have the highest significant contribution in retention of the government faculty member whereas, in case of private faculty members; reputation of institute and location of the institute in good city have the highest impact in retention.

The difference in impact is due to the fact that in private sector job is not secured also people prefer to switch jobs in search for better opportunity with respect to reputation and good place, as this helps in enhancing their experience and open doors for further opportunities of learning and development.

- The research finds that the mean for all the factors that assist in attrition are more for the private institute faculty.

Hence dissatisfaction related to job is found to be more in private sector faculty. This states that the government sector employee is quite happy and satisfied with the job and in no case would like to leave the job, except for conditions not under their control. It may be also due to the fact that a government institute is considered more reputed than the private, except for the IIT's and IIM's.

- The research also reveals that the three topmost factors for the private faculty members leading to attrition are: More office load, more teaching load and less salary.

Hence, this leads to teacher's dissatisfaction related to job. This concludes that the private sector faculties are overloaded with the work pressure and salary given to them with respect to the work extracted out of them is not

satisfactory. This may be probably due to the fact that most of the private institutes / universities do not imply UGC salary grade structure and work load distribution. The organization must provide a congenial work environment and must not harass the employee with too much of work load on one hand and comparatively lesser salary on the other. The workload of the faculty should be such that it should not hinder their effective performance. The institution should protect and foster academic freedom for each member of the faculty.

- Thus, null hypothesis of no significant difference between the work load per faculty in private and government institutes / universities has been rejected.
- The null hypothesis of no significant difference between the salary paid to the faculty in private and government institutes / universities has been rejected.
- The research finds that there is no significant difference with respect to retention in private and government professional colleges and universities for factors such as: Good research environment, job of spouse in same city, retention because children education will be disturbed if change in workplace, constant motivation from higher authorities and well reputed institution.
- The factors that are same with respect to attrition for both private and government colleges and universities are: Location of institute in small town and no transport facility.
- The research holds a significant difference in challenges between the private and the government faculty retention for major of the factors.

VIII. CONCLUSION

The comparative analysis of the different factors which assist in attrition and retention, where measured and it can be concluded that (a.) for the factors that assist in retention, the government employees stated a higher preference for majority of the factors as their mean is more than the faculty members of the private institutes. (b.) Factors of retention such as location in a good city, workplace close to hometown, spouse's job in same city, children education and constant motivation by the authorities of institute, are higher for the faculty members working with the private institutions. (c.) The mean for the factors that assist in leaving the job is higher for the private sector employees as compared to the government sector. (d.) The factors such as good research environment, job of spouse in the same city, retention because of children education, and constant motivation from higher authorities as retention factors and location of institute in small town, no transport facility as attrition factors

have been found to be of same significance for both government and the private faculty members. (e.) The government sector provides less work load, good research facilities, more vacations or leave facility and better salary than the private sector. (f.) The private sector faces more challenge in retaining its potential employees.

IX. FUTURE SCOPE OF STUDY

The study provides base for other researchers to extend the study to other parts of the country.

X. REFERENCES

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TABLES**Table I: Independent sample t-test w.r.t. Factors responsible for retention between Private and Government Institutes or Universities.**

Item / Variable	Type of Institute	Mean (Std. deviation)	T- Statistics (P value)	Remark
Higher salary is a retaining factor	Private	3.4900 (0.99)	2.797 (0.005)	Null Hypothesis Rejected
	Government	3.8000 (0.68)		
Career development or promotional opportunities is a retaining factor	Private	3.6150 (0.92)	2.420 (0.016)	Null Hypothesis Rejected
	Government	3.8700 (0.70)		
Good research environment is a retaining factor	Private	3.5300 (1.01)	0.960 (0.338)	Null Hypothesis Accepted
	Government	3.6400 (0.74)		
More research facilities and funds available are retaining factor	Private	3.3250 (1.01)	2.949 (0.003)	Null Hypothesis Rejected
	Government	3.6600 (0.71)		
Job security is a retaining factor	Private	3.5300 (1.06)	4.551 (0.000)	Null Hypothesis Rejected
	Government	4.0600 (0.66)		
Location of institute in good city is a retaining factor	Private	3.8850 (0.90)	2.708 (0.007)	Null Hypothesis Rejected
	Government	3.5700 (1.03)		
Workplace close to town is a retaining factor	Private	3.7550 (1.14)	3.718 (0.000)	Null Hypothesis Rejected
	Government	3.2400 (1.11)		
More freedom and autonomy at workplace is a retaining factor	Private	3.6850 (1.01)	2.160 (0.032)	Null Hypothesis Rejected
	Government	3.9300 (0.72)		
Job of spouse in the same city helps in	Private	3.3300 (1.09)	1.124 (0.262)	Null Hypothesis

managing family life and acts a retaining factor	Government	3.1700 (1.27)		Accepted
Retention because Children education will be disturbed if change in workplace	Private	3.1550 (1.04)	0.786 (0.433)	Null Hypothesis Accepted
	Government	3.0500 (1.18)		
More financial benefits a retaining factor	Private	3.2850 (0.99)	2.249 (0.025)	Null Hypothesis Rejected
	Government	3.5300 (0.61)		
Less work load is a retaining factor	Private	3.3100 (1.00)	3.723 (0.000)	Null Hypothesis Rejected
	Government	3.7200 (0.63)		
Higher education opportunities is a retaining factor	Private	3.4300 (1.01)	2.245 (0.025)	Null Hypothesis Rejected
	Government	3.6900 (0.77)		
Constant motivation from higher authorities a retaining factor	Private	3.5900 (0.99)	0.081 (0.936)	Null Hypothesis Accepted
	Government	3.5800 (1.03)		
Good institution support is a retaining factor	Private	3.6450 (0.93)	2.119 (0.035)	Null Hypothesis Rejected
	Government	3.8800 (0.84)		
Well reputed institution is a retaining factor	Private	3.8700 (0.88)	0.639 (0.523)	Null Hypothesis Accepted
	Government	3.9400 (0.91)		
Good leave facility is a retaining factor	Private	3.4500 (1.07)	3.303 (0.001)	Null Hypothesis Rejected
	Government	3.8400 (0.67)		

Table II: Independent sample t-test w.r.t. Factors responsible for attrition between Private and Government Institutes or Universities.

Item / Variable	Type of Institute	Mean (Std. deviation)	T- Statistics (P value)	Remark
Less salary as a factor for leaving job	Private	3.6450 (0.80)	12.016 (0.000)	Null Hypothesis Rejected
	Government	2.3200 (1.07)		
Less fringe benefits assist in leaving job	Private	2.9650 (0.73)	5.412 (0.000)	Null Hypothesis Rejected
	Government	2.4100 (1.00)		
Job insecurity here assists in leaving job	Private	3.4600 (0.85)	8.243 (0.000)	Null Hypothesis Rejected
	Government	2.4700 (1.19)		
Small size of institute assists in leaving job	Private	2.6750 (0.96)	4.655 (0.000)	Null Hypothesis Rejected
	Government	2.1200 (0.98)		
Location of institute in small town assists in leaving job	Private	2.7700 (1.02)	0.377 (0.706)	Null Hypothesis Accepted
	Government	2.7200 (1.18)		
Job is not as per the social status	Private	2.6350 (0.94)	2.371 (0.018)	Null Hypothesis Rejected
	Government	2.3500 (1.05)		
Not good working environment assists in leaving job	Private	2.8900 (0.97)	4.037 (0.000)	Null Hypothesis Rejected
	Government	2.3800 (1.14)		
Lack of motivation and encouragement from the institute assists in leaving job	Private	3.4800 (0.79)	10.796 (0.000)	Null Hypothesis Rejected
	Government	2.3100 (1.04)		
Conflict among teachers assists in leaving job	Private	2.9600 (1.07)	5.392 (0.000)	Null Hypothesis Rejected
	Government	2.2500 (1.06)		
Lack of recognition for the job assists in	Private	2.8150 (0.83)	4.070 (0.000)	Null Hypothesis

leaving job	Government	2.3700 (1.00)		Rejected
Lack of freedom in present institute assists in leaving job	Private	3.1550 (1.07)	5.970 (0.000)	Null Hypothesis Rejected
	Government	2.3700 (1.06)		
Lack of career advancement assist in leaving job	Private	3.4150 (0.81)	9.394 (0.000)	Null Hypothesis Rejected
	Government	2.3700 (1.06)		
Lack of research facilities and opportunities assists in leaving job	Private	2.9100 (0.87)	4.069 (0.000)	Null Hypothesis Rejected
	Government	2.4400 (1.06)		
More office workload assists in leaving job	Private	3.8000 (0.67)	15.281 (0.000)	Null Hypothesis Rejected
	Government	2.2300 (1.09)		
More teaching load assists in leaving job	Private	3.7300 (0.78)	13.420 (0.000)	Null Hypothesis Rejected
	Government	2.2700 (1.07)		
Job gives no time for family hence encourages me to leave this job	Private	2.9150 (0.99)	4.289 (0.000)	Null Hypothesis Rejected
	Government	2.3800 (1.07)		
No cordial relation with the HOD assists in leaving the job	Private	2.9550 (1.09)	6.419 (0.000)	Null Hypothesis Rejected
	Government	2.0900 (1.10)		
Unfairness in institute assists in leaving job	Private	3.1950 (1.16)	6.931 (0.000)	Null Hypothesis Rejected
	Government	2.2300 (1.08)		
No transport facility assists in leaving this job	Private	2.7450 (1.07)	1.755 (0.080)	Null Hypothesis Accepted
	Government	2.4800 (1.49)		
Less vacation period provided assists in leaving job	Private	3.2650 (1.08)	4.554 (0.000)	Null Hypothesis Rejected
	Government	2.6300 (1.24)		

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