

## The Determinants of Faculty Retention in Higher Education Institutions : A Review of Literature

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### Abstract

Higher education institutions are facing a problem of retention of faculty. Effective human resource management practices such as reward and remuneration, employer branding training and development, performance appraisal, good compensation packages and work-life balance play a pivotal role in retaining talented employees in an organization.

This study initiates a theoretical enquiry from the existing literature of the study of different factors like reward and remuneration, compensation package, employer brand, training and development and performance appraisal help in their intention to stay in higher education institutions. This is a secondary research, which reviews the research articles and books, aims at finding out whether compensation, remuneration and reward, training and development, work-life balance, performance appraisal, and employer branding have any significant relationship with employee retention. The finding of the research will help the authorities to frame the right plan and strategies to retain faculty members. Finally a conceptual framework was developed to test it further empirically.

**Keywords:** Higher Education, Reward and Remuneration, Work-Life Balance, Training and Development, Performance Appraisal, Employee Retention,

### Introduction

Today's economy is driven by knowledge and technology. It calls for the creation of a highly skilled and productive workforce to face challenges in this economy.

Mubarak *et.al* (2012) quotes in their study that higher education plays a vital role in the growth of the economy of developed and developing nations. Higher education has to be in sync with social and economic demands. Institutions of higher education are regarded as knowledge centres in gaining, generating and disseminating knowledge to society. Such institutions need intellectual human capital to convert them into centre of knowledge. Only highly-skilled and productive faculty members can fulfil this demand.

However, finding such talented faculty members and retaining them has become a major problem for these institutions because of the stiff competition in the sector. Things have changed for

the worse with an increasing number of private players entering the sector. Since 2001, there has been a rapid expansion in the higher education sector in India. In India the enrolment ratio (GER) in 2018-19 was 26.3%. It has to achieve a target of 32% by 2022. Growing at a fast pace in a decade from 2000-01, it has added nearly 20,000 colleges and 8 million students. In India, there are over 54 central universities, 416 state universities, 125 deemed universities and 361 private universities as of 2020.

The literature suggests that reasons for high attrition are stiff competition among the institutions, poor pay and remuneration packages, lack of infrastructure, unscientific Human Resources policies, etc.

Faculty members, who have the feeling that they are underpaid, not receiving appropriate training and no fair performance appraisal, are likely to quit their organization. Retention of high-performing staff is of utmost importance for institutions of higher learning. But the institutions, however, are facing hardships in retaining such staff

because of the competition in the industry. This situation has become a cause for concern in many countries (Joarder, 2012).

Retention of human resources refers to attempts that are aimed at minimizing voluntary turnover. The attempts include the best human resources recommended by experts in the field. It is imperative for institutions and organizations to adopt such effective Human Resources practices to retain their committed, loyal and productive employees. Retention of employees is more challenging than their recruitment itself. Moreover, many institutions often overlook the cost of employee turnover, which will have an adverse impact on them (Ahlrichs, 2000).

The higher education sector in India is facing an acute shortage of faculty members and their retention has become a major challenge for most of the institutions. Also, a many graduates from institutes of national importance and other premier institutions leave the country in search of greener pastures abroad. These are some of the major reasons for the staff crunch in the higher education sector (Sheikh, 2017).

Previous research shows that the higher employee retention rate avoids the time and cost accrued on recruiting and training of new employees, which otherwise, could be spent on improvement of employee performance. A high employee turnover also results in low efficiency and morale of employees. In the above backdrop we pursue to decide the following objectives in this study.

### Objectives

1. To gather and critically review various published research works on faculty retention and its determinants.
2. To suggest a conceptual framework on the relationship between faculty retention and its various factors.

### Literature Review

In order to get a proper conceptual model, extant and thorough literature review was conducted on research constructs and studies were identified advocating relationships between study variables.

### Employees Retention

Employee retention is very essential for any organization's success, growth and to accomplish its

objectives. It is a process of encouraging employees to stay with the organization for a long period or until its objectives are successfully accomplished. Employee retention is emerging as the most complicated and challenging workforce management of the immediate future (Thakur 2014).

Muleya et al. (2016) investigated the influence of human resource practices on academic staff members' intention to leave in South African institutions. The authors used questionnaires to collect data from the respondents. They analysed the data using multiple regression method and indicated a significant negative relationship between organizational culture and intention to leave. The authors found a positive relationship between remunerations and employees' retention.

Joubert et al. (2017) focused on relationship between employee retention and talent management in a sugar mill and found its management policies the possible reason for employee turnover. The authors conducted a survey with the help of questionnaires. The results of regression method indicated that the management strategies were not the reason to retain talent. Most respondents felt that fringe benefits offered by the organization positively influenced job satisfaction and on retention of talented employees.

Fahim (2018) explored the act of using strategic human resource management practices in the public sector and tried to figure out some main traits of SHRM, which strongly influence the decision of employees to stay in the National Bank of Egypt (NBE). The descriptive analysis of data showed that employment of best HRM practices is considered to be a significant tool in retention of key employees.

Kurdi and Alshurideh (2020) aimed to understand the important factors influencing employee retention and how it affected organizational performance in the commercial banking sector in Jordan. The authors discussed factors like economic security, psychological security, affiliation, and self-actualization. They used questionnaires to collect data from respondents. SEM-SPLS was used to analyse the collected data, test the study model and the proposed hypotheses. The researchers found that economic, psychological,

affiliation, and self-actualization factors affected employee retention.

### Reward and Remuneration

Reward policies will motivate employees to work towards achieving strategic goals set by the organization. Reward management concerned with pay and employee benefits, non-financial rewards such as recognition, training and development. Reward also includes extrinsic, intrinsic, and social benefits that an employee could receive from the employer (Dessler and Cole 2011).

Danish and Usman (2010) observed that the major factors that motivated employees in an organization are rewards and recognition in Pakistan. Data was collected from employees of different organizations. In all, 250 questionnaires were given to employees. For multiple dimensions, responses were computed with descriptive statistics and to determine the employees' relationship with the factors, Pearson's Product Moment Correlation Co-efficient method was used. The authors indicated that many aspects of employee motivation and satisfaction are related and reward and recognition have greater influence on the employees' retention.

A study by Shazia Khan *et al.* (2011) examined that employees are more responsive to recognition-based rewards than normal incentives, particularly monetary paybacks. The authors used a questionnaire and surveyed 100 employees of Towel Industry in Karachi to study the relationship between supervisors' recognition and employees' performance as well as their desire decision to stay for long in an organization. They applied Chi-square test to understand the effect of managerial recognition on employees. Their findings concluded a positive relationship between staff retention and recognition-based rewards.

Kwenin *et al.* (2013) explored the impact of employee rewards, job satisfaction and human Resource policies on employee retention in Vodafone Ghana Limited. The authors employed semi-structured questionnaire in their study. The findings of the author proved that the employees' retention is high if there is a good reward system in an organisation.

Akhtar *et al.* (2015) reviewed the impact of reward, both monetary and non-monetary benefits, on employee retention at universities in Pakistan. The authors collected data through questionnaires with a five- point Likert scale. The authors adopted the regression method and their results reflected that rewards have a positive impact as regards retention of employees in higher education institutions in Pakistan.

Mendis' (2017) focused on how the reward system of an organization has an effect on employee turnover intention. Data was collected using questionnaires with a five-point Likert scale. The authors came out with findings that there is a negative correlation between the intention to quit and remuneration. They also proved that when remuneration is not up to the expected level, according to the needs of the employees, their intention to quit the organization is expectable.

A study by Langove & Isha (2017) believed that the welfare of employees intermediates between rewards and recognition and their intention to quit. Rewards and recognition are motivating tools that increase mental well-being and decrease turnover intention among IT executives.

Wickramasinghe and Sajeevani (2018) attempted to explore the effect of rewards on retention of employees at operative level. The authors collected data from 196 production employees of three apparel sector companies in export processing zone in Biyagama, Srilanka. The researchers used questionnaire with a five point Likert scale to gather data. The authors adopted regression method, results indicated employee rewards played a major role in employee retention

Tirta and Enrika (2020) intended to study the influence of reward and recognition and work-life balance on employees' retention using job satisfaction as mediating variable. The authors carried out non-probability sampling method in their research. The study exhibited that reward and recognition, work-life balance and job satisfaction had positive and strong association with employee retention in an organisation.

### Employer Branding

Employer brand is very essential to attract and retain talent, the image of the company must be good as talented employees are not selected by the

company rather they select the organization as their employer. Employer branding can be one of the best possible way to attract and retain skilled employees and solution to increase the employee stay for long term (Gupta *et.al*, 2014).

Tanwar and Prasad (2016) studied the influence of employer branding on employee retention in an organisation. A theoretical context of the outcomes of employer branding was developed. Twenty-five people were interviewed. The authors came up with the finding that development of brand advocacy is related to employer brand and organizational commitment.

According to Muma *et al* (2019), employer branding strategies influenced retention of employees. The authors revealed that 52.2% of retention of employees in the universities in Kenya was due to employer branding strategies. Linear multiple regression models were used. The study recommended that management boards and councils of top universities focus more on employer branding strategies.

Tripathi *et al.* (2020) focused on employer branding and its influence on employees' intention to stay in an organization. In all, 100 questionnaires were used. The authors used factor and multiple regression techniques to analyse the data. Their empirical results revealed that brand, image and belongingness positively affected the employee intention to work in an organization.

Sellar and Jayawardhana (2020) conducted a study on the influence of employer brand on recruitment of employees and their retention in the telecommunication industry. In all, 240 respondents were chosen randomly. A questionnaire with a five-point Likert scale rating was used to gather data. Employer brands significantly contributed to the attraction of employees and their retention. The authors had done univariate and multi-variate analysis and the result indicated that employer brand significantly associated with employee retention.

### **Work Life Balance**

Work-life balance (WLB) is about finding the right balance between work and life, and about being comfortable with both work and family promises. Work life balance is about creating and safeguarding helpful and healthy work

environments, which helps employees to have balance between work and family responsibilities and thus strengthen employee's loyalty and productivity. Work-life balance has turned out to be an important aspect for both employers and employees of most institutions all over the world (Agha *et.al* 2017).

Cieri *et al.* (2005) found that successful implementation of work-life balance (WLB) recognised as an important factor for employees in the organizations. The study emphasised that it is a need of the hour to stress on an effective implementation and management of WLB policies. A well -managed WLB will help in attracting and retaining of employees. The authors employed a survey method and applied factor analysis. They also discovered the barriers in successful implementation of WLB in Australian organisations through their research.

Richman *et al* (2008) reviewed literature related to employees' retention and the impact of work-life balance (WLB) on an employee's intention to leave or remain in an institution. The researchers used sampling and multi-level modelling methods to do the analysis. They have done a study in pharmaceutical and manufacturing industries in the USA. The study revealed that increased engagement and retention is associated with occasional use of flexibility in the work place.

McCarthy *et al.* (2013) studied the opinion of employees in supervisory and organizational support for work-life balance. Role-conflict, job and family satisfaction in addition to WLB programmes to predict WLB outcomes were used. Interviews and quantitative survey were used to collect data from major private and public sector organizations in Ireland and analysed using hierarchical linear modelling and found out that supervisory support fully mediating the relationship between the WLB programmes available and job satisfaction, hence decrease in employee turnover.

Javed *et al.* (2014) aimed at finding out the impact of the role of conflict, job-stress and issues related to work life on turnover rate practices. Respondents were chosen based on a convenient sampling method. Questionnaires were distributed to employees, managers and internees. The authors applied regression method to do the analysis and

their findings suggested that the role of conflict, work-life balance, and job-stress had positive relationship with turnover intentions.

Ahmed (2018) explored the role of work-life balance on faculty retention in the UAE. Human Resources representatives and faculty members were interviewed to know the understanding of their perspectives. The researchers study on work-life balance, importance and challenges faced revealed that faculty members and Human Resources representatives were aware of work-life balance and its challenges. Due to socio-cultural and economic factors, influence of work-life balance on faculty retention in the UAE was inconclusive.

Jaharuddin and Zainol (2019) examined a holistic view of the link between WLB, job engagement and turnover intention. Responses were gathered using a quantitative study by using questionnaire survey to 213 executive employees in Klang Valley, Malaysia. The authors found significant positive relationship between work-life balance and employee turnover intention.

### **Training & Development**

Training refers to the systematic acquiring and development of the knowledge, skills and attitudes required by employees to efficiently execute a given task and to improve performance (Nda and Fard 2013). Improvement in performance such as productivity, quality and services are the outcome of the training. the main goal of training is to provide obtain and improve the required skills in order to support organizations accomplish their goals and create competitive advantage by adding value to their key resources.

Costen and Salazar (2011) probed the relationships between job satisfaction, employee loyalty and training and development in hotel industry in the USA. They had collected data from 641 respondents through a questionnaire with five-point Likert scale. In this research work regression method was adopted. The authors' findings showed that training is the most influential forecaster of both continuance and effective commitment (Taormina, 1999). They also added their views that a company's training programmes not only indicate its inclination to finance in employees but also its level of obligation to them and their intention to stay.

Anis et al. (2011) favoured fair compensation packages for retention of employees. In all, 330 respondents were surveyed by using questionnaires comprising five-point Likert scale, the authors used SEM technique to carry out the research. The researchers found that it would be difficult for any firm to retain employees for long without increasing their compensation package. The authors suggested that with timely compensation hike, the employees would work wholeheartedly applying their skills and boost production.

Hong et al. (2012) examined how employees considered the importance of empowerment, equity of compensation, job design through training and expectation for effective performance on their retention. The authors used non-probability sampling methods to choose respondents and self-administered questionnaires with 5-point Likert scale were used to collect data. The authors applied linear regression and ANOVA technique and found evidence that training and development, and appraisal system of compensation were significant to employee retention.

The findings of Al-sharafi et al (2018) showed that training influences employees' retention in telecommunication industry in Yemen. It also indicates that training enhanced the employees' performance & job satisfaction and has a strong impact on employees' retention and turnover.

A study by Fletcher et al. (2018) perceived the processes through which perceived training and development impacts retention of employees. The authors exercised a questionnaire with a five-point Likert scale. They used different statistical methods and Russel model to conduct their analysis. Their findings reflected that job satisfaction, employee engagement and anxiety related to changing the job impacted employees' intention to remain in an organisation.

Abba (2018) studied the influence of training and development on retention of employees in some banks in Bauchi metropolis. The authors applied questionnaires to collect data and multiple regression analysis was adopted. Their results signify that training and development had a positive bearing on employee retention.

The study by Nguyen & Duong (2020) aims to find and assess the relationship between training and development and employee retention in Vietnam universities. The researchers gathered data through questionnaire. The authors applied multiple linear regression method for data analysis and concluded a positive relationship between training and development and employee retention.

### Compensation

Compensation includes money awarded to employees as compensation for injury, loss or suffering. Compensation can be in cash as well as kind, such as life and health insurance, tax advantages etc. It always refers to the tools for attracting and retaining employees in an organisation/institution (Deo 2014).

Several studies have revealed a change in employees' retention programmes as far as compensation is considered. Despite various success factors, practice of overwork, lack of practical knowledge in training and seniority-oriented monetary benefits are some of the important factors which require institutions' instantaneous attention.

A study by Khan et al. (2011) disclosed how compensation management affected job satisfaction and employee retention in the banking sector of Pakistan. A total of 450 employees were given questionnaires and in-depth interviews conducted for data collection. Their empirical results revealed that the selected employees were happy with the compensatory measures in their banks.

Haider et al. (2015) examined the effective human resource (HR) practices that promoted employee retention. To carry out this study, the authors used questionnaires and surveyed 250 employees. The regression method revealed a significant impact of human resource management practices on employee retention. Reward culture positively impacted employee retention, whereas training and development without any incentives had a negative association.

Michael et al. (2016) studied the influence of reward package on employee retention. The authors collected primary data by using questionnaires. A stratified random sampling method was used in the research. The study indicated that a significant affiliation existed among compensation

packages and employee retention. The authors emphasised that the practice of effective reward or compensation package helped in the longer stay of employees in an institution.

Bibi et al (2017) examined the influence of compensation and promotional opportunities on employees' retention among academic faculty members in public higher education institutions in Pakistan. The findings of their study revealed a significant positive relationship between compensation and employees. Their research evidence suggested that when organisations provide proper compensation packages and care for employees, the latter stay for a longer period of time.

Subbarayalu and Kuwaiti (2018) in their study in higher education institutions in Saudi Arabia, the two variables namely opportunity for training and development and compensation and rewards, using cross-sectional study proved no significant relationship with faculty performance and hence retention.

Hanai and Pallangyo (2020) explored the influence of compensation on employee retention of the banking institutions in Tanzania. The researchers adopted stratified sampling technique to ensure representativeness of each bank category. The authors selected 370 respondents from eleven banks to gather the data. The authors analysed responses using Binary logistic regression method and concluded that compensation is significantly related to employee retention.

### Performance Appraisal

Performance appraisal in the study as a process of systematic review and assessing the performance of an employee. The performance being measured against factors like quality and quantity of output, leadership abilities, versatility and dependability. The main motive of the appraisal is to improve the individual and the institution contribution, thereby creating a positive working environment in an organisation (Martey 2002).

Brown and Benson (2010) studied the influence of poor performance appraisals on three human resource management factors i.e., job satisfaction, organisational commitment and decision to leave the organisation. The authors collected data from public sector employees and bands of PA experiences such as low, mixed and

high were identified. The authors adopted regression technique and their analysis indicated that most employees quit because of poor performance appraisals.

Agarwal and Mehta (2014) found out whether working environment and performance appraisal impacted job satisfaction and whether these variables played a big role in employees’ decision to leave an organization in the IT industry. The researchers also tried to identify and relate other internal and external factors for high attrition in the IT sector. Responses were gathered by using a questionnaire. Regression method was adopted to conduct the analysis. Their results reflected that there was no positive association between performance appraisal and working environment as regards job satisfaction and attrition.

Nawaz and Pangil (2016) conducted a study on human resource development factors in faculty retention in private universities of Pakistan. Partial Least Square based method was applied. The authors observed that factors like performance appraisal and career management practices influenced the turnover intention of faculty members.

Gulzar et al. (2017), in their research, perceived that banking, is one of the most prospering industries in the world, is considered to have a high employee turnover rate. They studied the impact of performance appraisal, career development, job-satisfaction, and reward system on employee retention. They used convenient sampling method with 316 respondents. They employed Multiple regression technique and their analysis revealed that performance appraisal, career development opportunities, job-satisfaction, empowerment, and reward system had positive impacts on employees’ retention.

In this study (Iqbal 2018), performance appraisal has been taken as an independent variable and employee retention as a dependent variable. The authors adopted regression method to know the effect of performance appraisal on employee retention in the telecom sector. The authors found a significant impact of performance appraisals on employee retention.

Upadhyay et.al.(2020) explains in their research the importance of performance appraisal in service sector in Uttarakhand. The authors adopted

confirmatory factor analysis to study the relationship between performance appraisal and employee retention and found positive significant relationship between these two variables.

**Conceptual Framework**



Fig: 1- Conceptual Framework of determinants of faculty Retention

Source: Researchers own development.

**Conclusion**

This study is performed through analysing published research works in different reputed journals to understand the factors impact on faculty retention in higher educational institutions. We observed that there is a relationship between effective Human Resources policies such as Reward and remuneration, Employer branding, work life balance, training and development, compensation and performance appraisal and retention of faculty of higher education institutions.

**Limitations:**

However we could not able to gather all the research papers published in all the journals on faculty retention and its drivers. In addition we do not attempt to test the tentative theory as mentioned above in this study.

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