

Analysis of Review of Literature on Employee Retention Strategies of Higher Education Institutions in Bengaluru

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Introduction

The success of the most competitive companies throughout the world, including higher education institutions, lies in their highly skilled employees on which these institutions spend millions to retain them. Literature reveals the cost of losing best employees to be enormous - beyond monetary quantification. Also worth noting is that the loss of one competent employee to a competitor adds up to the competitor's advantage. The study analyzes literature review on employee retention strategies of higher education institutions. This paper aims to provide a selective literature review of articles published in the last decade on employee retention strategies. The review also found that this research lacked a theoretical underpinning and that more research studies are needed to empirically validate some of the key variables emerging in this area of research. The study concludes with a literature synthesis and recommendations for future research.

Keywords: Literature Review, Skilled Employees, Higher Education Institutions, Retention Strategies

Introduction

Employee retention is a business- management term referring to efforts by employers to retain current employees in their workforce. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. Also of concern are the costs of employee turnover (including hiring costs, training costs and productivity loss). Replacement costs usually are 2.5 times the salary of the individual. The costs associated with turnover may include lost customers business and damaged morale.

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the

biggest problems that plague companies in the competitive marketplace. Not too long ago, companies accepted the “revolving door policy” as part of doing. Nowadays, businesses often find that they spend considerable time, effort and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they reduced a desire to leave in the future.

Objectives

The paper sets out with the following objectives

1. To conceptualize employee retention strategies in higher education institutions
2. To identify the research gap.

Literature Review

1. Harry, Molly (2021): NCAA exit interviews and surveys: Academic experiences of college Athletes, the objective of the following study was to conduct exit interviews and surveys with departing athletes, considering these factors as source for further understanding the college athlete experience. The study used 17 FBS institutions exit interviews and survey with 528 athletes understanding their athletes’ academic experiences. Some of the factors that are considered are environment, academic services, time demands, coach support. The study says athletes overall had positive academic experiences and gratitude for academic experience.

2. Patrick D. Reynolds (2021): Faculty departure and retention at small liberal arts college, the departure of faculty can be disruptive to higher education colleges which can cause an interruption for teaching. Structured interviews were conducted with chief academic officers (CAOs) of 22 in total from liberal arts college with regard to why faculty members are leaving and the challenges that leaders face with turnover. Some of the major reasons why employees leave are lack of career development, having no proper work culture and environment.

3. Michael Louis Simmons (2020): Employee retention strategies in US college and universities, the retention of leaders in US colleges and universities have negative impact over student’s educational success and learning opportunities with the application of motivation - hygiene theory the aim of this case study was to find out and explore strategies adopted by colleges and universities leaders to retain employees. Study used semi- structured interviews to collect data with 5 university leaders and higher education leaders in mid-west region of US. Findings suggest that salaries and benefits to be increased and more opportunities for professional growth as to improve employee retention rates.

4. Barbara Holmes, De Juanna parker and Jamel Gibson (2019): Rethinking teacher retention in hard-to-staff schools, Teacher retention of national, state and local education agencies have identified as continues and concerns. The objective of this study is to address the issue of teacher retention through the lens of administrative effectiveness and teacher involvement and also most importantly intrinsic motivations. The findings suggest structural framing in educational environment,

change in student behavior, the prospective about administrative support should change on high demand. All-in-all the retention of effective teachers will change from devise plans on one division and individual school.

5. Henry Tran and Dauglas A. Smith (2018): Designing on employee experience approach to teacher retention in hard to-staff schools, in spite of having many retention strategies many school employers struggle with teacher turnover challenge. Keeping education leadership in mind the study talks about theory building methodology, the main theories related to career choice and Herzberg's motivation - hygiene. The empirical literature examines the needs of teachers in different stages of their career and also the strategic HRM so a school should design a supportive employee experience for teacher support. The suggestions were made in the study on staffing issues in hard-to staff secondary schools. Further the study concluded that moving from process focus to experience focused.

6. Dr. R. Gopinath, Dr. A. Chitra (2017): Emotional Intelligence and Job Satisfaction of employees at Sago companies in Salem district: Relationship Study Human Resources are the integral part of the organization, because the kind of image they build and help in accomplishing organizational goals. As a part of retention strategy employee's satisfaction is very important and it is a most researched topic in most of the papers. The objective of this study was to find out influence of emotional intelligence on job satisfaction among Sago companies in Salem District. This study has used Descriptive research and 217 samples were collected in a stratified random sampling technique. This study used primary data. It was found that Emotional Intelligence has significant and positive relationship with job satisfaction. So job satisfaction can be influenced by enhancing the levels of emotional intelligence of employees.

7. Thomas M. Smith, Richard M. Ingersou (2016): What are the effects of induction and mentoring on beginning teacher turnover? In the past few years' teachers who have just started their career have been given a lot of support, guidance and orientation as to they can undergo a transition during their first teaching job. The study was conducted to know whether those training programs does really have positive effect on retention of beginning teachers. The findings say that those teachers who were given and participated collective induction activities such as planning and collaboration with teachers were less likely to move to other schools.

8. Anthony John Wilkinson (2016) (Thesis): Career-supported exit strategy: A critical Re-appraisal of the challenges facing the repatriates UK-Trained teacher, The study was made based on the finding of black and scott, perception based UK-Trained teachers returning to UK after serving sometime knowing limited employment prospect for themselves in UK schools with the notions of repatriation, employer branding and employment exit strategies this project emphasis on the role of lead teacher as organizational leadership and as manager to aim to uphold and enhance the well-being of staff and suggest employment exit strategies in international schools overseas. The study concluded that by adopting employment exit programme the employing school can maintain a good public image and care for employer by serving full engagement till the end of their employment.

9. Peter S. Haule (2017) (Theses): Assessment of the implementation of various teachers' retention strategies in private schools of Dar-Es-Salaam, with respect to huge labor turnover in private schools in Dar-Es-Salaam many private schools have curb the trend to find out why various teachers are leaving, keeping retention strategies in mind. The study found that all through many strategies have been formulated to retain the labor but the emphasis is being put on making maximum profits at low cost leading to low payments, no challenging role, lack of career advancement. In addition to this there is no proper leadership and lack of training and development. So important and effective implementation of various policies can lead to positive retention of teachers.

10. Anthony John Wilkinson (2018) (Thesis): Career-supported exit strategy: A critical Re-appraisal of the challenges facing the repatriates UK-Trained teacher, The study was made based on the finding of black and scott, perception based UK-Trained teachers returning to UK after serving sometime knowing limited employment prospect for themselves in UK schools with the notions of repatriation, employer branding and employment exit strategies this project emphasis on the role of lead teacher as organizational leadership and as manager to aim to uphold and enhance the well-being of staff and suggest employment exit strategies in international schools overseas. The study concluded that by adopting employment exit programme the employing school can maintain a good public image and care for employer by serving full engagement till the end of their employment.

11. K. Srivani and Dr. B Krishan Reddy (2021): Employee retention strategies in select private sector banks - A study in greater Hyderabad , Attracting and retaining the employees of fastest growing banking sector is the biggest challenge. Banking is in the 3rd place in attrition level among all industries. The study is about employee retention strategies in selected private banks in greater Hyderabad. Study used single proportion test, ANOVA, chi square, rank sum method. Study found that salaries, training and development, bonus are important means to be taken for the retention of employees and employees also expect rewards and recognition for the contribution they make.

12. Cornelins J.Kongi and Manule Richter (2021): Exit interviews as a tool to reduce parting employees' complaints about their former employer and to ensure residual commitment, Every employee has different reasons to leave and therefore exit interviews become one last time for employees to give a valid reasons. Totally 164 German employees were surveyed. The study focused that all those who experienced exit interviews were more residual effective committed towards their former employee and less complain about it. And all in all what was found was that the style of exit interviews depends upon reasons for resignation of employees. The study advised employers to conduct exit-conversation as two-way interactions rather than on one-way. Study used Signaling theory (Resignation style)

13. Paul Z.Chin (2020): Exploring staff turnover, burnout and resilience in cytology reference laboratories: A workforce qualitative study, The main aim of this study was to find out staff turnover of cytology laboratory staff related to work workplace stressors and burnout. Semi structured interviews were used keep three

concern in mind being work place, reasons to leave and strategies for coping with stress and it was found that there is a huge demand for productivity, strain related to microscopic screening and lack of work-life balance.

14. Latecka Ross - Ashford University (2020): Reasons for employee turnover and retention solutions for MBC company, the qualitative research project focuses on understanding the reasons for employee turnover at a major healthcare organization. The results of the study suggested that employees more often cited work stress, over work, lack of promotion as reasons to leave. The study suggested following strategies to company on setting appropriate work goals, effective leadership, praising employee and creating work- life balance.

15. Edward J. Lee (2020): A case study on job satisfaction and retention of Air force interns, the study was conducted to find out the factors that impart job satisfaction and retention of air force engineering in terms of smart and palace acquire intern programs. Semi structured interviews were conducted using transcripts surveys and exit interviews were analyzed. The study found that kind of work with the fulling of being accomplished, self recognized, work life balance are the reasons for employee not being retained.

16. Dr. V. Dhamodharan, Dr. V. Agalya. (2019): Analyzing the effectiveness on employee's retention in leather industries at Chennai, Tamil Nadu, India, The study was made to analysis and observe the association between employees and organization and its impact over job retention. The objective of the research to find out challenges faced for retention of employees in leather industries in Chennai. Questionnaire was prepared and data was collected and analyzed using reliability test, correlation test, T-test and one-way ANOVA. The study found that usage of products, work place, effective communication system and their status of job and conducting exit interview has major impact on retention of employees.

17. Asma Ahmed Houssein, Jugindar singh kartar singh and Thilages (2019): Retention of employees through career development, employee engagement and work life balance: An empirical study among employees in the financial sector in Djibouti, East Africa. The objective of the study was to find out the influence of employee engagement, work-life balance and career growth on employee retention in financial sector in Djibouti. Closed ended questions using 100 samples were collected. Multiple regression analysis was used. Study proved employee engagement and career growth had strong influence on retention rate and work-life balance had no significance on employee retention.

18. Rabeea Aqil and Salman Bashir Memon (2019): The exit interview in Pakistan's IT and Banking industries: Mere formality or catalyst for change? The exit interviews help track employees' turnover trends by human resources professionals. These are the conversations between departing employees and with company representatives and serve as window opportunities to improve organizational polices and performance. A study on experience of a sampling of banking and information technology professionals in Karachi, Pakistan highlighted on whats the impact of such factors as mode and timing on the effectiveness on exit interviews process and this led to meaningful information. The study found the organizations should keep the exit

interviews information confidential and address to primary concerns and translate the relevant feedback into well-communicated practices.

19. Ruisun and Weijie Wang, (2017): Transformational leadership, employee turnover intention and actual voluntary turnover in public organizations. This research seeks to make efforts to find out the reasons for voluntary turnover in public organizations. The study used structural equation modelling method to find analyze and explore how transformational leadership makes a difference on employee's actual reasons for leaving the organizations, and research has provided the empirical evidence on relationship between turnover intention and actual turnover. So the study found by cultivating a collaborative culture in the organization, transformational leadership has a direct and indirect impact for preventing over employees from forming intentions to leave.

20. Patricia M. Alexander, WALDEN UNIVERSITY, DOCTORAL STUDIES (2020): Strategies to reduce voluntary employee turnover, the turnover rates usually in the organizations have negative impact and leading to high expenses in business. Using the concept of transformation leadership theory, the objective of this multiple case study was to explore the strategies that small business leaders can use to reduce voluntary employee turnover. The study used comprised participants in 5 in number from private sector leaders from the state of Virginia. Semi-structured face-to-face interviews were used to collect the data. Findings of the study were to regularly have exit interviews, change in work culture, one-to-one communication and creation of good working environment.

21. Michale D. Jackson (2019): Employee Retention, this study was conducted in Range Complex Fire Department (RCFD) from 1993-1998 for over five years and twenty one members have left the this department for various reasons. The major reasons were that the reduction of personnel budget and their was no replacement. The objective of this study was to find out the reasons for personnel leaving the department and suggest ways to improve employee retention. The study used descriptive and evaluation research methods, 7 interviews were conducted with upper management team of RCFP department. It was found that polices, involvement of members on various operations on a daily basis was not up-to the mark. The study also found that the upper management of RCFD is not communicating well on the importance of work. Later a committee was formed for permanent retention and ongoing recruitment effort.

22. Cornelins J.Kongi and Manule Richter (2021): Exit interviews as a tool to reduce parting employees' complaints about their former employer and to ensure residual commitment, Every employee has different reasons to leave and therefore exit interviews become one last time for employees to give a valid reasons. Totally 164 German employees were surveyed. The study focused that all those who experienced exit interviews were more residual effective committed towards their former employee and less complain about it. And all in all what was found was that the style of exit interviews depends upon reasons for resignation of employees. The study advised employers to conduct exit-conversation as two-way interactions rather than on one-way. Study used Signaling theory (Resignation style)

23. Anju Sigroha, Jyothi Mor (2020): Employee retention strategies - In IT sector Delhi (NCR), The study attempts to understand the impact of retention strategies on employee turnover in IT sector in India, Delhi (NCR). important variables like welfare benefits, personal satisfaction, organizational culture associated with employee turnover were also investigated. 125 male respondents and 75 female respondents were chosen. Employee reward and acknowledgement strategies, employee wellness strategies, employee development driven strategies employee management strategies.

24. Desiree Carver- Thomas and Linda Darling-Hammond (2020): Teacher turnover: why it matters and what we can do about it, about 90% of the nation wide annual demand for teachers is created when teachers leave the profession and with this issue filling in quality teachers is becoming a challenge. The objective of the study was to find out high turnover rate reducing achievement for students whose classrooms are directly affected as well as for other students in the school. The study used analysis nationally survey data from 2012 schools till 2013. various reasons for teachers leaving the schools are dissatisfaction with testing and accountability pressure, lack of administrative support, not happy with teaching career, lack of opportunities for advancement and bad working conditions. Some recommendations made for the study on reducing of turnover were to increase the compensation, teacher preparations and support and school leadership.

25. Hurrell Jr, Joshep J, Nelson, Debra L, Simmons, Bret L (2020): Measuring job stressors and strains: Where we have been, where we are, and where we need to go. According to the study the level of job satisfaction is really high when people start working at the beginning stages and this continues till the age of twenties and thirties and in turn their experience and work maturity levels make them adjusted to words their ambitious and work exceptions to more realistic level, so these exceptions increase and they tend to start opting for another and higher level or jobs in same line. The main objective of this study was to find the stress and strain causing employees in IT company that leads them to quite the job. This study found that both males and females had similar complaints about call center work and they felt they were constantly being monitored by their supervisors and were asked to follow work schedules always. The study also found that the pay levels were too low and had to always follow the system of working like robots as they had to follow scripted dialogues, and hence are the factors influencing quit intentions of the employees in the IT industries.

26. M.K.Dinithi Padmasiri Lecturer, Dr. Lakmini V.K. Jayatilake Senior Lecturer (2019): Impact of Counselling on Employee Retention at the Exit Interviews, Human resources are the only live resources in the organization and therefore HR becomes the key to determine the organization's success judging through the quality and quantity of employees performance. This study examines the impact of counselling on exit interviews for retention of the employees. The objectives of this study were to impact of exit in the organization and to identify the process of exit interview as to recommend to reduce the turnover in Machine Operator (MO) level. This paper

applied convenience sampling method and in depth semi-structured interviews conducted. Findings revealed that there is an impact of counseling during the exit interviews has a major impact over retention of employees, hence this practice of counseling is recommended during the exit interviews.

27. Johns,RE, Gorrick,J, - International journal of employment studies (2016): Exploring the behavioral options of exit and voice in the exit interview process, In order to monitor and analyze the employee turnover exit interviews are always found to be very powerful in the organizations. The main objective of this study was to find out the procedure followed for exit interview by large scale processional publishing organizations. The study used Exit-Voice-Loyalty as a exit voice component to determine the efficacy of the exit interview. The results showed in spite of exit interview being used for voicing the dissatisfaction by employees the exit interviews may not be effective in practice.

28. Dr. Adnan Iqbal, Prince sultan university, Riyadh, Saudi Arabia (2021): Employee turnover: causes, consequences and retention strategies in the Saudi organizations. In one of the fastest growing economy kingdom of Saudi Arabia employee turnover has always becomes a challenge for human resources managers and the kingdom does not have clue as to why employees chose to leave the organizations which can cause a disruption in the functions, affect team work and performance. One of the reasons for the employee turnover is lack of job recognition in the KAS workplace as the biggest barrier to employee productivity and causing huge turnover. Certain factors like bringing better employees, good working conditions, counseling for leavers, flexible working hours, employee involvement and better polices.

29. Jacobian amushila, Mack H.R bussin (2021): The effect of talent management practices on employee retention at the Namibia university of science and technology: middle- level administration staff, a good talent management practices in an competitive corporate world can affect and have impact over employee retention. The main objective of this study was to find out weather talent management can have influence over retention and turnover of employee at the Nambia university of science and technology. Population of about 39 administrative middle level staff was taken as sample used semi structured interviews. Study found major relationship between talent management and employee retention and concluded saying talent management practices and employee retention initiatives led to reduce the employee turnover.

30. Sudhir yadav, Vikas joshiya (2020): Human Resources practices for retention in business process outsourcing sector in national capital region, Considering the fact that in today's competitive world identifying, recruitment and retention of talent is hard and implementing a strategic tool to ensure competitive performance is even more hard. The study specifies about retention of talent in Bop's and its alarming to find the cause to lower the retention and develop a strategy to retain employees. Enhancement of effective employee retention strategy will improve commitment and better workforce, work life is balanced, job security and flexible work is integrated and these are the key ingredients for a successful talent retention.

31. Barbara Holmes, De Juanna parker and Jamel Gibson (2019): Rethinking teacher retention in hard-to-staff schools, Teacher retention of national, state and local education agencies have identified as continues and concerns. The objective of this study is to address the issue of teacher retention through the lens of administrative effectiveness and teacher involvement and also most importantly intrinsic motivations. The findings suggest structural framing in educational environment, change in student behavior, the prospective about administrative support should change on high demand. All-in-all the retention of effective teachers will change from devise plans on one division and individual school.

32. Virginia Snodgrass Rangel (2019): A review of the literature on principal turnover

There is always a challenge to retain the principals of public schools. This study has made a main focus on understanding why principals of high school leave and considering the fact that they play a major role in terms of improvement process of high schools. The main purpose of this study was to find the sources and consequences of principal turnover. The study found that there is no relation between student achievement, teacher turnover and school culture, climate and resources. The determinants that most strongly related to turnover are school performance, school level accountability policy and professional development.

33. Karen Trimmer, Raelene Ward, Linda Wondunna-Foley (2019): Retention of indigenous per-service teachers enrolled in an Australian regional university. Retention of indigenous per-services is very challenging for increasing number of indigenous teachers in Australian schools. The main objective of this study was to find out the factors that have an impact over within one regional university in Queensland. This study used narrative inquiry research designs and interviews

were conducted for collection of data. This study was conducted for over two years' time. The major findings suggest that issues regarding exit prior to completion were identified and were used for the enhancement of the operations of the university and also new policy was discussed and further developed.

34. Md. Sajjad Hossain, Samiha Tasnim Himi and Junayed Ai Ameen (2018): Strategic use of exit interviews: The art of Retention, Skilled Human Resources are considered to be the best and these key resources are the best performers as they are key drives to run the organization and retention of skilled resources is a task for any organization. As a core function of HR department it becomes important for organizations to come up with varied HR polices as to attract and retain the resources. The main objective is to find out what are the true reasons behind the companies not practicing HR polices for exit interviews and also the study aims at formulating why many studies have not conducted on exit interviews. This paper has applied multiple case case study method based on thematic coding technique. Two themes were used Theme A is the intention behind exit interviews and Theme B is the strategies use of exit interview information. The findings suggest that exit interviews information is used for policy revision, helps in change of job profiles of employees, revised policy on salary was formulated in 2014. findings also suggest that supervisor's behaviour,

nature of job, and bringing in right fit at the right time information is used. All in all, strategic use of exit interviews can help organizations retain their key employees.

35. Peter S. Haule (2013) (Thesis): Assessment of the implementation of various teachers' retention strategies in private schools of Dar-Es-Salaam, with respect to huge labor turnover in private schools in Dar-Es-Salaam many private schools have curb the trend to find out why various teachers are leaving, keeping retention strategies in mind. The study found that all through many strategies have been formulated to retain the labor but the emphasis is being put on making maximum profits at low cost leading to low payments, no challenging role, lack of career advancement. In addition to this there is no proper leadership and lack of training and development. So important and effective implementation of various policies can lead to positive retention of teachers.

Conclusion

From the above extensive literature review, it is found that the studies on exit interviews in education institutions are very limited and if that exits are mostly in developed countries. Employees Performance is not evaluated appropriately due to poor communication between the HR and employees. It is also found that there is no system of addressing employee grievances, hence employee suggestions aren't considered which leads them to quit the organization.

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