

## **A STUDY ON EMPLOYEE RETENTION-SPECIAL FOCUS ON LECTURERS OF SELF FINANCED COURSES UNDER UNIVERSITY OF MUMBAI**

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**Abstract :** Recruitment of employees is just a start for creating a strong work force. Once the employer got the expected, required employees the next task is to retain the same. Due to increase in the competition it is seen that there is an increase in employees' turnover also. Such employee turnover may cost a very high to the employer in terms of time, money and productivity.

Thus in today's competitive world it is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organization and its people. Today employee retention is the top priority of organizations due to increasing competition.

The concept of 'employee retention' is not restricted only to the corporate sector or any other profit making institution. It does deal with the non-profit making institutions also viz Non-Government Institutions, trusts, educational institutions etc.

The various Non-Profit Institutions also follow different strategies to retain the existing employees and at the same time to attract the best talent towards their institution.

When we talk about the term 'employee retention', does it include 'educational institutions also?'

In case of educational institutions the programs can be classified into aided and unaided.

Moreover, now-a-days the various self-finance courses are shooting up. Thus, this research paper tries to find out the answers to such questions.

**Keywords:** Employee , Lecturers ,mumbai

### **1 INTRODUCTION**

In educational institution 'employee retention policies' play an important role. The self-financed courses are run and financed by the college management itself. The self-financed courses do not get any government funding. Therefore, it is required to study, that how the college management attracts the best lecturers and tries to give them fair returns. Again, it is required to study the perception of the lecturers and accordingly the colleges can follow the different strategies to retain the existing staff and reduce the employees' job turnover.

This has become the big challenge for the colleges because of increasing competition and the changing government rules and regulations.

### **OBJECTIVES OF THE STUDY**

- 1.To study the self-finance courses (Bachelor degree) lecturers' perception (case study).
- 2.To study the different strategies followed by the colleges for retention of employees.
- 3.To study the causes of teaching staff (self-financed courses) job turnover.

## **RESEARCH METHODOLOGY**

The population of the study covers the teacher of the self-financed courses in the colleges conducted under Mumbai University. The study involved both primary and secondary data. The primary data was collected by having a structured questionnaire.

The secondary data includes the publications in the form of books and journals. The relevant web-sites and unpublished information is used for the study.

## **LIMITATIONS OF THE STUDY**

- 1.The study covers the perception of the employees in the self-financed courses conducted by the colleges under Mumbai University.
- 2.The area covers under the study is Navi Mumbai and central sub-urbs.
- 3.The sampling method of data collection is followed. Thus limitations of the same are present in the study.

## **STRATEGIES FOR EMPLOYEE RETENTION: MOTIVATIONAL FACTORS**

- 1.Role of the management: The self-finance courses are run and financed by the college management. Thus, management plays a vital role in creating the employer brand. The management can appoint well qualified teachers and offer them attractive pay scale, provide equal chance for their professional and personal growth which ultimately result into goodwill of the institution.
- 2.Role of the coordinator: The college management should appoint qualified and capable coordinator. The role of the coordinator is to manage and lead the staff as well as students of the program. He is the person who acts as an intermediary between the principal and the staff. Being an immediate authority, he is the most responsible person for the healthy environment among the staff.
- 3.Proper recognition: Every employee is working for the institution for which he gets regular remuneration called salary. But apart from regular salary if employee works better, then for his better performance, employer must recognize the same. It is not necessary that the recognition should be in monetary terms only. It may be just to appreciate the work done by the employee.
- 4.Equal opportunity to all: the college management, the principal and the coordinator have not only appreciate the work of done by the teachers but also give equal opportunity to their staff. The opportunity must not be partial, but justifiable. Most of the time it happens that opportunity is given to the favorite staff only rather than on the basis of capability and performance of the employees. The employees should get necessary relaxation (lectures, working hours) as per university norms for their research activity and any other related work.
- 5.Policies of the organizations: The policies of the institution should be acceptable for the employees. Such as policies related to leaves, working hours, promotions, increments etc. Because such policies do affect the job satisfaction of the employees. Again, the employee or the teacher should feel secured about his service. Thus, it is necessary to frame concrete and fair policies regarding the service or tenure of the employee.
- 6.Work pressure: The teachers should not be pressurized with unnecessary work which may affect the quality of their output. This may also cause for the health related problems to the employees such as depression, frustration, blood pressure, heart attacks etc.
- 7.Work-life balance: The personal life and the professional life of the employee should not get mixed with each other. The problems at the work place should not affect the one's personal life and vise a versa.

## **CAUSES FOR EMPLOYEE JOB TURNOVER IN THE INSTITUTIONS**

A study reveals that the teachers of the self-finance courses may leave the job because of many reasons such as personal reasons, institutional internal factors, monetary factors, less or no growth in same institution, job security etc. Some of these factors can be explained as under:

- 1.Monetary factors: This is one of the major reasons of employee job turnover. In case of the educational institutions, the aided colleges pay as per the university norms. Whereas in case of unaided colleges or self-financed courses the management has the authority to decide the pay scale of the employees. Thus, it is important to study how this factor matters in the employees' job turnover. The study reveals that if the candidate is fully qualified he expects the pay scale as per the university norms in the self-financed courses also. Otherwise he/she may shift to the aided colleges.
- 2.Internal factors: In any institution the work environment should be very healthy. Any conflict or misunderstanding can lead to employees' unhappiness in the institution. Internal factors like underestimation, favoritism, giving responsibility without authority, leave related matters etc. may lead to

the employees' job turnover.

3.No growth or less growth: in the case of educational institutions the teaching staff can grow themselves by way of attending orientation, refresher courses, by undertaking research work (of any kind). Thus the teachers of self-financed courses should also get equal opportunities as the teachers get in aided colleges. They may have talent, capability and still they feel lack of recognition or growth in the current job.

4.Personal reason: Very rarely the different personal reasons can be one of the causes for the job turnover of the teachers. Such as family problems, medical problems etc.

## **DATA ANALYSIS**

To study the lecturers' perception of self-financed courses under Mumbai University (educational institutions), information is collected through questionnaire method.

### **FACTORS OF STUDY**

1.**Qualification:** The information about qualification of respondents is recorded and classified into four groups namely graduate, masters, M.Phil, Ph.D, and NET/SET.

2.**Pay scale:** The information about qualification of respondents is recorded and classified into two groups namely, as per University norms and as per management policies.

3.**Job security:** The respondents are asked whether they feel secured about their job or not. The data classified into two Yes and No.

4.**Equal opportunities:** The information is collected regarding getting equal opportunities of personal and professional growth. The answers are divided under Yes and No.

5.**Relationship with the colleagues:** The information about the relationship with the colleagues in collected. The answer about the good relationship is classified as Yes and No.

6.**Work environment:** The information about the satisfactory work environment is classified under two heads Yes and No.

7.**Overall growth:** the respondents were asked information regarding the scope of their personal and professional growth. The feedback is divided as Yes and No.

8.**Work life balance:** The information about the good work life balance is divided under two groups Yes and No.

9.**Reasons to join other college:** The reasons to change the current college are classified under four groups i.e. reputation of the college, better pay scale, growth and any other.

General interpretation about the employees' (lecturers of the self-financed courses under Mumbai University) perception.

1.Following table indicates the qualification of the lecturers covered under the study.

The table and diagram indicate that, only 21.875% teachers are qualified for the lectureship as per UGC norms. Most of the lecturers are having only Master's degree in their respective areas.

<b>Sr.no.</b>	<b>Qualification</b>	<b>Percentage</b>
1.	Graduation	3.125%
2.	Masters	62.5%
3.	M.Phil. / Ph.D.	12.5%
4.	NET /SET	21.875%

Table no. 1

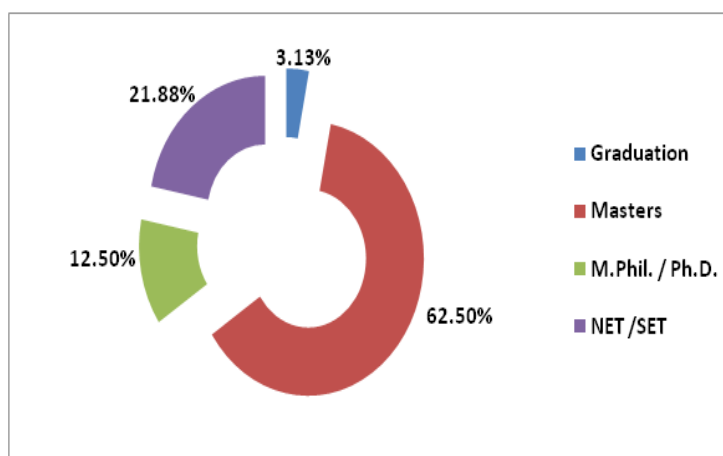


Chart no. 1

2.The respondents were asked the questions on the related factors such as, job security, pay scale, work environment etc. these factors do contribute to the job satisfaction of the employees and ultimately in creating the employer branding.

The following table and diagram shows the result of the above mentioned factors.

SR.NO.		YES	No
1.	Satisfied with the salary	28.125%	71.875%
2.	Job security	31.25%	68.75%
3.	Equal opportunities	31.25%	68.75%
4.	Good relations with colleagues	100%	0
5.	Satisfied with current work environment	53.125%	46.875%
6.	Personal and professional growth	68.75%	31.25%
7.	Work life balance	78.125%	21.875%
8.	Like to join other college	71.875%	28.125%

Table no.2

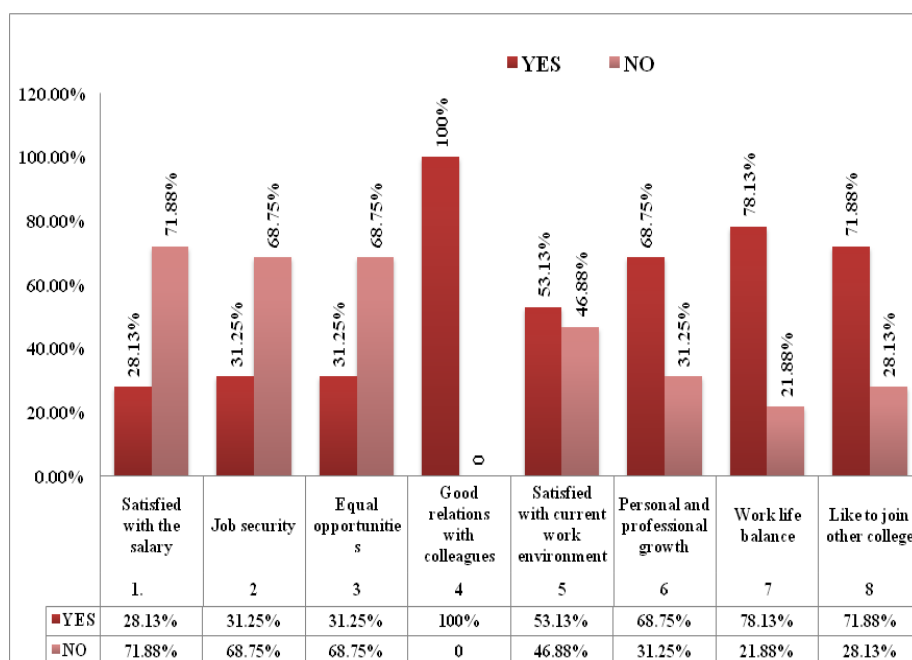


Chart no. 2

3. The study attempt to find out the different reasons for lecturers job turnover. The following table and the pie chart show that, 50% of the total samples are ready to leave the job for their better prospect and growth. Whereas the better pay scale is the reason to only 12.5%.

Sr. No.	Reasons	Percentage
1.	Reputation	6.25%
2.	Pay scale	12.5%
3.	Growth	50%
4.	Any other	3.125%

Table no. 3

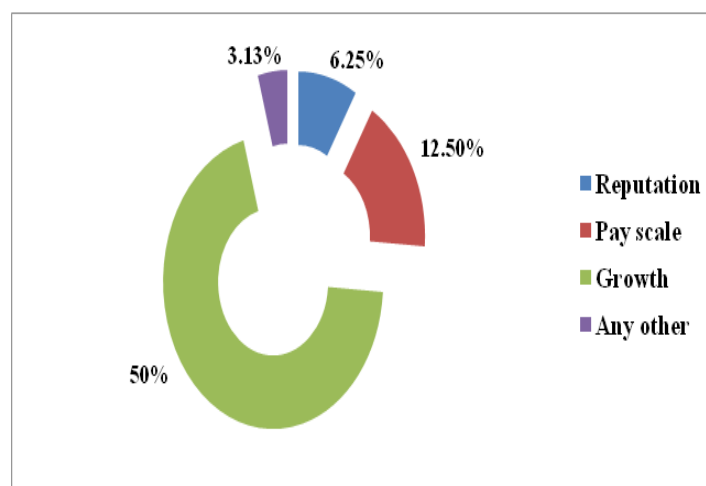


Chart no.3

### **FINDINGS OF THE STUDY**

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- ♦In the self-finance courses only 21.875% respondents are qualified for the lectureship in the colleges. Whereas, 62.5% are having Masters Degree, 12.5% are M.Phil. or Ph.D. holders.
- ♦The study reveals that, 71.875% respondents are not satisfied with their current pay scale.
- ♦68.75% respondents are feeling unsecured about their job
- ♦All respondents have good relations with their colleagues.
- ♦53.125% of the respondents are satisfied with the current work environment.
- ♦Out of the total, 68.75% of the respondents think that, they have personal and professional growth in their current job.
- ♦21.875% respondents are not able to balance their personal and professional life.
- ♦71.875% respondents would like to join other college/ institution because of different reasons.
- ♦The most common reason for leaving the job is the less chances of the overall growth

### **RECOMMENDATIONS**

To retain the existing staff and to attract the prospective, the management can follow or adopt the employee retention policies favorable to the both i.e. employee and employer. The qualified staff should get the pay scale as per the University norms and service benefit. Moreover they should get equal opportunities to grow themselves and to be compatible in the current scenario.

In case of non-eligible but the capable and who want to make career in this field should be motivated by offering them attractive pay scale and a chance to be qualified for the lectureship.

### **CONCLUSION**

Though the self-financed courses are run and financed by the management itself, they have to follow the UGC and University norms in all the areas.

The management should adopt the policies which may help to retain the current and at the same time attract the prospective staff. This will definitely help the institution to retain the talent and add to the employer brand of the college or institution as well.

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