

# A DESCRIPTIVE STUDY ON TALENT RETENTION IN PRIVATE EDUCATIONAL INSTITUTION WITH SPECIAL REFERENCE TO BENGALURU REGION

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## Abstract

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. A good employer should know how to attract and retain its employees. During Covid or Post Covid, the problems faced by the Teaching faculties are remained same. Faculties have an Individual Challenges to Sustain for a longer period at the same time They have some Challenges which caused by the work pressure and from the policies of Management. This Study Covers Educators of Bengaluru Region and Discuss about the Challenges faced by them in Work environment, Causes for Switchover and the Strategies followed by the Institutional heads.

**Keywords:** Talent Retention, Interdependent Factors, Teaching Facilitators.

## STATEMENT OF THE RESEARCH PROBLEM:

As Compared to Corporate Companies, Talent retention is the Same biggest Challenges faced by the Educational Institutions. Now a days Experienced Faculties, Young and Creative Minds are Considerd as Human Capitals, and Retaining them is a Necessary Aspect of an Educational Institutions. Talented Educators Switchover is Usually Caused by the Challenges and Issues which are faced in Work environment. The Satisfaction of Educators is Depended on the Benefits offered by the Management, Benefits Provided to them and Services Provided by them both aspects are Interdependent which Designs a Perception about the Institutions. This Study make an attempt to Identify Strategies followed to Retain, and the Causes/Reasons for Switchover in Bengaluru Region, and to offer Suggestions to the heads of the Institutions.

## REVIEW OF LITERATURE:

- **Ms. Meetakshi Bel Wal & Prof. Kavidayal (June 2014).** Researcher made a comparative study between government college faculty and private college faculty and which disclose the reason for high rate of attractors of faculty and which focused on the dissatisfaction factor for switches
- *(Challenges in faculty retention in private and government professional Institution or Universities of Uttarakhand)*
- **Dr. D. Madan Mohan (March 2018).** Researcher made an attempt to present faculty retention as a major HR issue, and which seeks to understand the factor of attribution rate of employees in Education sector. *(Employee retention in Education Sector)*
- **Sneha. V, M.com, PGDHRM, (MBA) & Anitha, M.com (MBA).** This study focused on the researcher's talent retention of educational sector and focused on the ascertaining of various issues faced by them and the strategies adopted by the institution.
- *(Employee retention strategy in educational sector in India- A Review of literature)*
- **Dr. M.S Palola (July 2014).** This article made an effort to discuss the problems of good teachers' retention, their perceived causes and to suggest remedial measures to retain them for the benefit of the shareholders of educational institutions.

- (Teacher's retention in Higher Educational institutes)
- **Dr. V. Antony Joe Raja & R. Anbu Ranjith Kumar (2016)**. Researcher majorly focused on the various aspects of employee retention in education sector, including problems of employees, job satisfaction and the influences of job retention.
- (A Study on Employee retention in educational sector in India)

### RESEARCH GAP:

Many Research Articles Disclosed a Results of Problems faced by the teaching faculties in various Regions, Talent Retention as HR issue and the Satisfactory aspects. This Study covers a Challenges faced by Educators of Bengaluru in Work environment and to identify perceptions towards Management based on the Interdepend aspects. And also, to study the Opportunities available to them for Individual Career Growth.

### OBJECTIVES OF THE STUDY:

1. To Identify the Challenges faced by Teaching Faculties and Common Strategies adopted by Private Educational Institutions of Bengaluru.
2. To Identify the Interdependent Aspects of Impacting Factors: Compensation – Job Satisfaction – Work load Assigned.
3. To Examine the Impacts of Conductive work Environment on Individual Career Development.

### SCOPE OF THE STUDY:

The Scope of the Study is to Study about the Challenges faced by Faculties of Private Educational Institutions and Strategies adopted by the Institutions. This Survey takes into Consideration of UG and PG facilitators of Bengaluru.

### RESEARCH METHODOLOGY:

The Descriptive come Empirical Research Design is followed in this Paper. Qualitative Data Collected through Structured Questionnaire and one-on-one interview from the Academic Staffs of Bengaluru. By using Sample calculator at 95% confidence level, 5% Confidence Intervals and 5% level of Significance. For an Unknown Population Sample size is 385 and Sampling Technique is Non-Probability Convenient method.

### METHODS OF DATA COLLECTION:

Primary Data Collected from the 385 Respondents of Various Colleges of Bengaluru and Secondary Data Collected from Articles, Journals, Research Papers and from Various websites. Collected Data (Qualitative and Quantitative) are analysed and Graphically Explained by using MS Excel Software.

### LIMITATIONS OF THE STUDY:

1. This Study limited to Teaching Faculties (Only UG and PG faculties) of Bengaluru.
2. The Respondents are not Stratified.

### ANALYSIS AND DISCUSSIONS

(**Abbreviation:** SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree)

### RESPONDENTS PROFILE (INITAIL DETAILS)

1. Gender
2. Work Experience

**Objective 1:** To Identify the Challenges faced by Teaching Faculties and Strategies adopted by Private Educational Institutions of Bengaluru.

Parameters for the objectives are:

- Work Environment,
- Emotional Frustrations,
- Management Policies, and
- Teaching Resources.

**Q1: Statement-** "Teaching Faculties have Performance Pressure from their Critical Management Policies."

WORK EXPERIENCE	SD	D	N	A	SA	TOTAL
0 - 5 Years	12	16	54	117	42	241
6 - 10 Years	4	11	14	29	22	80
Above 11 years	22	12	13	9	8	68
	<b>38</b>	<b>39</b>	<b>81</b>	<b>155</b>	<b>72</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretations:** Above table shows that out of 385 respondents 62.59% of the sample from the work experience group of 0 – 5 years in bengaluru. Out of which 48% of Educators agrees that Performance pressure will from the Management polices and only 38 respondents from various experience groups feels the statement was wrong. Major portion of a Middle work experience Professors feels that Management polices will have an impact on performance and which create pressure.

**Q2: Statement –** "Major portion of emotional frustration of teaching faculty is a psychological impact caused by the work pressure."

RESPONSE	MALE	FEMALE	TOTAL
SD	24	16	40
D	40	29	69
N	27	21	48
A	96	33	129
SA	42	57	99
	<b>229</b>	<b>156</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** Out of 385 respondents 40.5% of Female respondents are agree to respond for the questions, and out of which 57 respondents strongly agrees that Emotional frustration is psychological impacts from the work pressure, and major portion of men respondents also agreed the same. 28% of total respondents are not agrees with the statement and 48 sample are in a stage of Neutral.

**Q3: Statement -** "Mental Harassments makes work environment unpleasant."

WORK EXPERIENCE	SD	D	N	A	SA	TOTAL
0 - 5 Years	23	15	22	96	85	241
6 - 10 Years	0	21	8	22	29	80
Above 11 years	16	16	19	13	0	68
	<b>39</b>	<b>52</b>	<b>49</b>	<b>131</b>	<b>114</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** Major portions of the Responses are Agreed with the statement which clearly says Mental Harassment makes work environment unpleasant. 24% of People are not agreed with the statement and which shows that Mental harassment is not makes work place unpleasant, it may cause some other reasons.

**Q4: Statement-** "Lack of teaching resources is a big deal."

WORK EXPERIENCE	SD	D	N	A	SA	TOTAL
0 - 5 Years	12	49	45	75	60	241
6 - 10 Years	0	18	18	19	25	80
Above 11 years	16	4	16	8	20	64
	<b>28</b>	<b>71</b>	<b>79</b>	<b>102</b>	<b>105</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** The Major portion of Highly experienced Faculties feels that Teaching resources are a big deal for teaching. 26% of Samples feels that Teaching resources are not a big deal but out of Valid sample 53.7% population feels it matters, and 79 respondents are in neutral. Which shows that teaching resources are matters for teaching.

**Common Strategies Adopted for Talent Retention by Educational Institutions of Bengaluru.**

1. Compensations, Awards and Recognitions.
2. Management Support and Flexible HR Policies.
3. Skill Development Programs
4. Training and Development Opportunities.

**Objective 2:** To Identify the Interdependent Aspects of Impacting Factors: Compensation – Job Satisfaction – Work load Assigned.

**Q1: Statement-** "Teaching Faculties Perception towards Institutions is Depends on compensation Paid vs work load assigned."

WORK EXPERIENCE	SD	D	N	A	SA	TOTAL
0 - 5 Years	4	41	37	99	60	241
6 - 10 Years	10	14	9	31	16	80
Above 11 years	8	16	12	16	12	64
	<b>22</b>	<b>71</b>	<b>58</b>	<b>146</b>	<b>88</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** The above table shows that 41% of Young Professors feels that Compensation offered and work load assigned are not matched, which Influences on the Perception about Institutions and 93 respondents are not agreeing the statement. 234 samples are agreeing that Work assigned and Compensation getting are mismatched, and not happy with the compensation scheme of the Institution.

**Q2:** Are you comfortable (Satisfied) with your working hours assigned per week? (If you are assigned as per UGC Regulations 16 hours)

RESPONSE	MALE	FEMALE	TOTAL
Highly Dissatisfied	24	20	44
Dissatisfied	19	20	39
Neutral	40	30	70
Satisfied	108	63	171
Highly Satisfied	38	23	61
	<b>229</b>	<b>156</b>	<b>385</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretations:** 59% of Respondents are male and 156 female respondents for the study, out of which more than 50% of respondents are OK with the statement. Which shows Female Faculties are ok with the statement and major portion of male respondents also agreed. It gives an out cone of majority of Bengaluru college faculties are happy with the working hours than compared to salary.

**Q3: Statement-** "Job Satisfaction is Majorly Depends on your Pay Scale Offered" (If you are paid as per UGC Regulations)."

GENDER	Male			Female		
	0 - 5 Years	6 - 10 Years	Above 11 years	0 - 5 Years	6 - 10 Years	Above 11 years
SD	4	0	0	12	4	8
D	25	9	4	0	12	4
N	31	0	8	16	12	0
A	74	8	8	12	14	19
SA	42	11	5	25	10	8
	<b>176</b>	<b>28</b>	<b>25</b>	<b>65</b>	<b>52</b>	<b>39</b>
<b>TOTAL</b>	<b>229</b>			<b>156</b>		

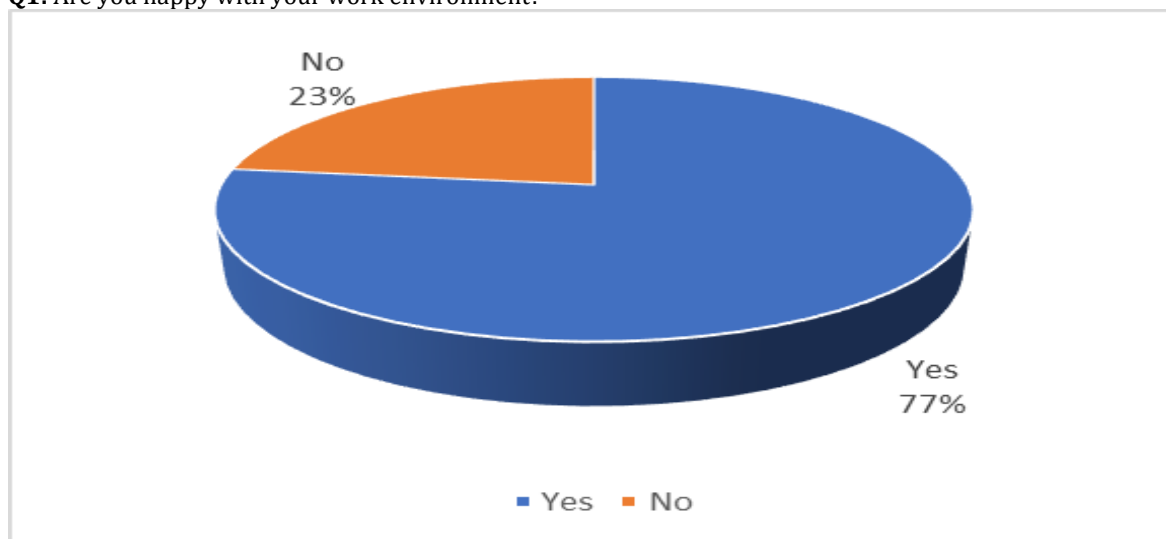
(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** From the Above table more than 70% of male respondents are from the first experience group, in that major portion of respondents are agreeing that Pay scale is Important aspect for Job satisfaction and only 4 are feels Job satisfaction is Not Depends on Pay scale. Out of 156 female teachers more than 50 respondents are agreeing the statement.

**Objective 3:** To Examine the Impacts of Conducive work Environment on Individual Career Development. Parameters for the Objectives are

- Freedom,
- Self-development, and
- Relationships

**Q1:** Are you happy with your work environment?



RESPONSE	NO. OF RESPONDENTS
Yes	296
No	89
<b>TOTAL</b>	<b>385</b>

*(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)*

**Interpretation:** Above chart is a Results of Direct Question asked to the Respondents of Various college. 23% of Respondents care not happy in the Work environment. Which may be depends of the Mental Frustration, Rigid management policies, Unsatisfied pay scale or it may be over work load. 296 respondents are happy with the work environment in the bengaluru. The Parameter for happens was left to the Respondents and based on some intentions Major portion of responses are happy.

**Q2: Statement-** "Flexible management policies will allow to Implement Products of Mind (Creativity) in your teaching."

RESPONSE	NO. OF RESPONDENTS	PERCENTILE
SD	36	9
D	31	8
N	35	9
A	119	31
SA	75	19
Missing No.	89	23
<b>Total</b>	<b>385</b>	<b>100</b>

*(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)*

**Interpretations:** More than 50% of Valid Respondents are agreed with the statement, and which shows the intention of teachers are the Management policies are should be Flexible. 40% of Valid Sample are Agreed the statement and 67 respondents are feels that Flexible management is not only key for Creativity implementation in Teaching.

**Q3: Statement-** "Conductive Work Environment will have positive impacts on Individual career development (Academic) "

RESPONSE	NO. OF RESPONDENTS	PERCENTILE
SD	17	4
D	24	6
N	57	15
A	131	34
SA	67	17
Missing No.	89	23
<b>Total</b>	<b>385</b>	<b>100</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** More than 67% of Valid Respondent Professors of Various colleges of Bengaluru are agreed the statement, Academic development is possible if the Work environment and Policies of an Institutions are Supportive and 14% of Valid sample are Disagree the statement, and which results Self academic development is not only depends on the Flexible Management.

**Q4: Statement-** "Relationships in a work place is a Major Supporting Factor for Individual Career Growth"

RESPONSE	NO. OF RESPONDENTS	PERCENTILE
SD	27	7
D	31	8
N	63	16
A	98	25
SA	77	20
Missing No.	89	23
<b>Total</b>	<b>385</b>	<b>100</b>

(Source: Compiled from Primary Data, Structured Questionnaire on form filling basis)

**Interpretation:** Relationship between Colleagues and Management- Educators, or Principal – Professor's relationship in the work place is a big deal in Career growth. More than 95% of Valid Respondents Professors feels that good relationship will help for Individual Career growth and 58 respondents are not agreed with the Statement. 22% of Valid Respondents are in the state of neither Agree nor disagree.

## FINDINGS

- Critical Management polices are the major cause for Young Professors Switchover.
- Work Pressure is a psychological impact on the Professors, which may result to Change the work environment.
- Mental Frustrations are Caused by the unpleasant work environment and major portion of Educators are Disagree with the statement "Teaching Resources are not a Big deal"
- Major position of Job satisfactions is Depends on the Compensations offered and Many Professors are not happy with Work assigned and paid for that. Apart from this Work load assigned per week is accepted them.
- More than 70% of educators are happy with the work environment.

## CONCLUSIONS

Teaching Professionals of Bengaluru Upgraded them self and Expecting the Income which meets all the Requirements. This Profession is Completely deals with the Knowledge delivery to the future generations. Good Educators are the assets to the Institutions, where educators feel uncomfortable and not liking to be a part of institutions are the big results of big Drawbacks of an institution.

## SUGGESTIONS

Educational Institutions must take care of the welfare of Teaching Professionals, which includes flexible management polices for Individual career growth, Reducing the work pressure and increasing pay scale or compensation equal to Work load assigned.

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