

Exploring Teaching Professionals' Intention on Employee Retention Strategies and Turnover in Higher Education

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Abstract - The present study examines the factors that influence teaching professionals' intentions vis-à-vis employee retention strategies and turnover in higher education institutions. Retaining qualified teaching professionals is critical for maintaining the quality of education, particularly in engineering colleges. However, many institutions face challenges in employee retention due to various reasons such as unmet expectations and limited career development opportunities. The study employs a descriptive research approach, with a sample size of 261 respondents chosen by convenience sampling from select engineering colleges in the Kurnool region. Data was collected using a structured questionnaire, supplemented by secondary data from various internet sources, articles. The findings of the study discover that majority of the teaching professionals in Kurnool region are pleased with present Employee Retention Strategies of their concerned Institutions. The present key areas; such as work environment, career development opportunities, and a transparent reward system factors significantly contribute towards employee satisfaction and continued association with the institution. This research highlights the critical role of supportive policies in ensuring a stable and committed teaching workforce, ultimately enhancing institutional performance and educational quality.

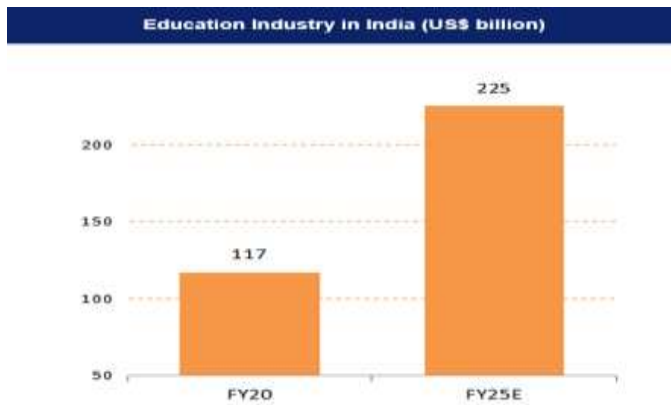
Key Words: Employee retention, Turnover intention, Work environment, Career development opportunities, Reward systems.

1. INTRODUCTION

India has the largest population in the world in the age bracket of 5-24 years with 580 million people, presenting a huge opportunity in the education sector. India holds an important place in the global education industry. India has one of the largest networks of higher education institutions in the world. However, there is still a lot of potential for further development and improvement in the education system. The evolution in education undoubtedly led to improved access to quality content and advanced learning aid and tools. Also, technology here indeed played an integral role in making effective and indispensable changes in the way education is perceived.

The Current State of Education Sector in India

The education sector in India was estimated to be worth US\$ 117 billion in FY20 and is expected to reach US\$ 225 billion by FY25. India has over 250 million school-going students, more than any other country. India had 43.3 million students enrolled in higher education in 2021-22 with 22.6 million male and 20.7 million female students.



(Source:www.ibef.org)

The ability of a company to hold onto its employees over time is known as employee retention. It shows how successfully the company keeps or retains its employees stable and reduces turnover. It may also be referred to as a procedure that encourages and motivates human resources to remain with a company for an extended length of time in order to ensure its sustainability. If the best employees leave an organization, it might face hardships. Retaining valuable employees who think positively about the organization and give their best is crucial for management.

Employee retention is solely dependent on how well employers understand the different issues that employees face and how they formulate programs to assist them in resolving those issues when they arise. In higher education sector, the management takes up various strategies to retain its teaching professionals in the college as the turnover might lead to hamper in educational quality and affects the students too.

In human resources, turnover refers to employees who leave an organization. Termination (sometimes known as involuntary turnover), retirement, death, transfers to different departments within the company, and resignations are among the reasons people leave.

In any organization, it's crucial for management to identify valuable employees and actively engage them to ensure they remain satisfied and committed. Retaining skilled staff not only reduces recruitment costs but also preserves institutional knowledge, continuity, and morale. A positive work culture that fosters creativity, diversity, and flexibility, along with strong anti-discrimination policies, enhances employee satisfaction and reduces turnover rates.

It is very important for an organization to attract, hire, and retain the right resources. Most of the organizations are very

Figure-1: Market size of Education sector in India

effective when it comes to attracting and hiring new talents, but they fail in retaining the same talents. There can be many reasons for an employee to leave an organization. It is very essential for an organization to know the reasons, which can help the organization in satisfying the employees and encourage them to stay with the organization. To retain the employees, the organization needs to implement each of the three Rs of Employee retention: Respect, Recognition, Rewards.

REVIEW OF LITERATURE

Aulia and Haerani (2022) in their research entitled “*Teacher Retention and Turnover: Exploring the Factors that Influence Teacher Decision-Making*”. The study identified key factors affecting teacher retention, including salary, benefits, working conditions, school culture, and peer support. It highlighted how personal circumstances also play a role in teacher turnover. The research emphasized the importance of addressing these factors through comprehensive retention strategies to reduce turnover.

Lazzari, Alvarez, and Ruggieri (2022) were carried research on “*Predicting and Explaining Employee Turnover Intention*” explored employee turnover intention, which indicates the likelihood of employees leaving an organization. The research utilized a European-wide survey and compared several predictive models, finding logistic regression and LightGBM to be the most effective. The study also examined the predictive importance of various features and introduced a causality-based approach, moving beyond traditional correlation analysis to support policy interventions aimed at reducing turnover. This approach helps in understanding and mitigating turnover through explainable AI and structural causal models.

Halim et al. (2020) conducted research titled “*Identifying Factors for Employee Retention Using Computational Techniques: An Approach to Assist the Decision-Making Process*.” The study explored key factors influencing employee retention, including work environment, recognition and rewards, supervisor support, income, and performance. The research used data mining and statistical analysis methods, such as Frequent Itemset Mining (FIM), ANOVA, and regression analysis, to identify and correlate factors affecting retention. The findings emphasized the importance of tailored retention strategies to address specific sectoral challenges and highlighted demographic influences on employee decision-making.

Omar Aburumman et.al, (2020) in their study titled “*The Impact of Human Resource Management Practices and Career Satisfaction on Employee's Turnover Intention*” examined how HRM practices (compensation, performance appraisal, promotion, and training & development) affect employee turnover intention. Their findings showed that these practices negatively impact turnover intention, with career satisfaction partially mediating the relationship. The study recommends that banks in Jordan enhance HRM practices to improve career satisfaction and reduce turnover, and suggests exploring other practices in future research.

Sawaneh and Kamara (2019) examined through “*An Effective Employee Retention Policies as a Way to Boost Organizational Performance*”, in Sierra Leone's tertiary institutions, highlighting the critical role of competitive

compensation, rewards, and supportive work environments. The study emphasized retaining talented employees to reduce turnover costs, which can reach 300% of salaries. They noted that skilled employees are vital for achieving organizational goals and reducing operational costs. Motivational strategies such as training and mentorship were recommended to enhance retention. The research underscored the link between retention policies and improved organizational performance.

Chiat and Panatik (2019) in “*Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review*” explored the connection between Herzberg's Motivation-Hygiene Theory and employee turnover intentions. The authors reviewed various empirical studies to understand how Herzberg's motivating and hygiene factors influence turnover intention. They highlighted the cultural differences between Western and Asian contexts, emphasizing the varied application of the theory across regions. This review provides insights into the diverse interpretations of Herzberg's theory and suggests a conceptual framework for future research on reducing employee turnover intentions.

Shweta Jha (2019) in her investigation “*Determinants of Employee Turnover Intentions: A Review*” discusses the negative effects of employee turnover on organizations, such as increased costs in recruitment, training, and loss of knowledge. The paper highlights that turnover intentions often lead to actual resignation, making it essential to understand the factors driving turnover intentions. Jha reviews various studies to build a comprehensive view of the determinants of turnover intentions, proposing strategies for organizations to mitigate the effects and retain employees, thus enhancing overall productivity and organizational effectiveness.

STATEMENT OF THE PROBLEM

Today, the higher educational institutions are increasingly relying on brain - not brawn. The role of higher education, especially in engineering colleges, is crucial in preparing skilled professionals to meet the demands of a rapidly growing economy. The quality of education depends majorly on the teaching professionals. Educational sector's biggest problem is that qualified teaching professionals are becoming scarce. The problem addressed in this study is high turnover and low retention strategies of teaching professionals. Employee retention is a tough challenge in engineering colleges, where the loss of teaching professionals can have an impact on the institutional performance. To tackle this, it is important to understand the intention of teaching professionals on employee retention strategies being implemented in the engineering colleges. There are various retention strategies adopted by the engineering colleges, and work environment, career development opportunities, reward system are few. By exploring how these strategies influence retention can help colleges create more effective strategies to maintain the teaching professionals.

NEED AND SIGNIFICANCE OF THE STUDY

This topic was chosen because retaining teaching professionals has become a growing concern in higher education, especially in engineering colleges. Many teaching professionals leave their jobs due to unmet expectations, and career development opportunities have emerged as a key factor in encouraging them to retain. Considering the intention

of teaching professionals is important to understand their perspective on employee retention strategies and turnover intention. Also, only few researchers have concentrated on the employee retention strategies, specifically in higher education, so an attempt is made to study the employee retention strategies and turnover intention in select engineering colleges of Kurnool region.

Kurnool region was chosen because it is known as an educational hub in Andhra Pradesh, with many engineering colleges serving a large number of students. These colleges face challenges in retaining teaching professionals. By conducting research in select engineering colleges of Kurnool region, various employee retention strategies being carried out by these colleges are identified and also the impact of these factors on employee retention are analyzed.

SCOPE OF THE STUDY

The study focuses on analyzing employee retention strategies and turnover in select engineering colleges in Kurnool region. The teaching professionals play a vital role in the engineering colleges, hence retaining them is essential. Functionally, this study is limited to the factors like work environment, career development opportunities, reward system and its impact on employee retention. By considering the intentions of teaching professionals, this study focuses to bridge the gap between the expectations of employees and the employee retention strategies being implemented in the select engineering colleges.

Figure-2: Proposed Model for Factors affecting Employee Retention

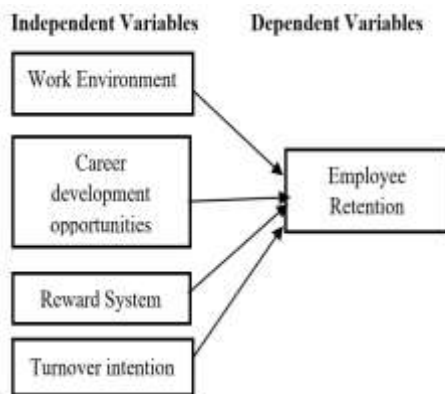


Figure-2: Proposed Model for Factors affecting Employee Retention

OBJECTIVES OF THE STUDY

1. To study the concepts of employee retention strategies and turnover intention,
2. To examine the profile of select engineering colleges and socio-economic profile of the employees,
3. To identify the factors that influence employee retention and turnover intention in select engineering colleges,
4. To analyze the impact of work environment, career development opportunities, reward system and turnover intention on employee retention.

Based on the above objectives the following hypothesis are formulated:

H₀: There is no significant impact of work environment on employee retention.

H₁: There is a significant impact of work environment on employee retention.

H₀: There is no significant impact of career development opportunities on employee retention.

H₂: There is a significant impact of career development opportunities on employee retention.

H₀: There is no significant impact of reward system on employee retention.

H₃: There is a significant impact of reward system on employee retention.

H₀: There is no significant impact of turnover intention on employee retention.

H₄: There is a significant impact of turnover intention on employee retention.

RESEARCH METHODOLOGY

Employee retention strategies are crucial for ensuring teaching professionals remain engaged and motivated in higher education institutions. They help create a supportive environment that reduces turnover and promotes long-term commitment, aligning institutional goals with individual career aspirations.

The structured questionnaire was used to obtain the data. Information on constructs and their components was included in the created instrument. The questionnaire was divided into two sections.

The information pertaining to the respondents' age, gender, marital status, educational qualification and teaching experience, were the main focus of the first section. The model variables are measured in the second section of the questionnaire. Four independent variables, and one dependent variable were present.

Sample Size

The present study has opted 261 valid responses. The select respondents were the teaching professionals from G. Pullaiah college of Engineering and Technology, Ravindra College of Engineering for Women, Rajeev Gandhi Memorial College of Engineering and Technology and Ashoka Women's Engineering College.

Measurement

The demographic traits were measured by using categorical data in the primary section. A 5-point Likert scale—with 1 denoting strongly disagree and 5 denoting strongly agree—is used in the second section to measure the model variables. The data analysis tools utilized is SPSS version 27 version.

Data Analysis and Results

The reliability of 261 respondents was assessed using the questionnaire. The Cronbach's Alpha value is 0.855; it shows that the internal consistency of the data used in the questionnaire is good and significant.

Table-1: Reliability and Validity

Reliability Statistics	
Cronbach's Alpha	N of Items
.855	21

Source: Primary Data Analysis.

Table-2: Demographic Details of the Respondents

Demographic Aspects		Details of the Respondents	
		No. of Respondents	Percentage (%)
Age	Below 30 years	54	20.7
	31-40 years	121	46.4
	41-50 years	78	29.9
	51 years and above	8	3.1
	Total	261	100.0
Gender	Male	92	35.2
	Female	169	64.8
	Total	261	100.0
Educational Qualification	Bachelor's Degree	0	0.0
	Master's Degree	198	75.9
	Doctorate	60	23.0
	Others	3	1.1
	Total	261	100.0
Marital Status	Unmarried	28	10.7
	Married	233	89.3
	Total	261	100.0
Overall Teaching Experience	Less than 1 year	25	9.6
	1-5 years	76	29.1
	6-10 years	61	23.4
	Above 10 years	99	37.9
	Total	261	100.0
Teaching Experience in the present institution	Less than 1 year	50	19.2
	1-5 years	114	43.7
	6-10 years	35	13.4
	Above 10 years	62	23.8
	Total	261	100.0

Source: Primary Data Analysis

Table-3: Correlation between Work Environment and Employee Retention

Correlations			
		Work Environment	Employee Retention
Work Environment	Pearson Correlation	1	.712**
	Sig. (2-tailed)		.000
	N	261	261
Employee Retention	Pearson Correlation	.712**	1
	Sig. (2-tailed)	.000	
	N	261	261
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data Analysis.

The above table represents the correlation analysis between the Work Environment and Employee Retention.

The Pearson correlation coefficient of 0.712 is indicating a Strong positive relationship between Work Environment and Employee Retention, which is statistically significant at 1% level.

This means that as the quality of the Work environment improves, Employee retention is likely to increase.

Table-4: Correlation between Career Development Opportunities and Employee Retention

Correlations			
		Career development opportunities	Employee Retention
Career development opportunities	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	261	261
Employee Retention	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	
	N	261	261
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data Analysis.

The above table depicts the correlation analysis between the Career Development Opportunities and Employee Retention.

We can observe there is a Strong positive relation between Career Development Opportunities and Employee Retention as the Pearson correlation coefficient holds a value of 0.662 which is statistically significant at 1% level.

This suggests that as Career development opportunities increase, Employee retention tends to improve.

Table-5: Correlation between Reward System and Employee Retention

Correlations			
		Reward System	Employee Retention
Reward System	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	261	261
Employee Retention	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	261	261

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data Analysis.

The above table clearly visualizes the correlation analysis between the Reward System and Employee Retention. There is a moderate positive relation between Reward System and Employee Retention.

The Pearson correlation of 0.576 clearly depicts there is a correlation at 1% significance level and Reward System also influences the Employee Retention.

Table-6: Correlation between Turnover Intention and Employee Retention

Correlations			
		Turnover Intention	Employee Retention
Turnover Intention	Pearson Correlation	1	-.030
	Sig. (2-tailed)		.629
	N	261	261
Employee Retention	Pearson Correlation	-.030	1
	Sig. (2-tailed)	.629	
	N	261	261

Source: Primary Data Analysis.

The above table represents the correlation analysis between the Turnover Intention and Employee Retention. The Pearson correlation value of -.030 is indicating a Weak negative relationship between Turnover intention and Employee Retention. This suggests that as turnover intention slightly increases, employee retention might slightly decrease, but the relationship is negligible. The p-value is 0.629, which is above the 0.01 significance level, meaning the correlation is not statistically significant.

Table-7: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.581	.28006

a. Predictors: (Constant), Work Environment, Career Development Opportunities, Reward System, Turnover Intention

Source: Primary Data Analysis.

The above table depicts the Model Summary of the regression analysis. The correlation coefficient $R = 0.766$, this shows there is a strong positive relationship between Employee Retention and the independent variables. And $R^2 = 0.587$, i.e. 58.7% of the variation in Employee Retention is explained by the independent variables in the model. The remaining 41.3% is unexplained, meaning there are other factors affecting Employee Retention that are not included in the model. Adjusted $R^2 = 0.581$, i.e. 58.1% of the variation in Employee Retention is explained by the model after adjusting for the number of predictors. Since Adjusted R^2 (58.1%) is close to R^2 (58.7%), it means that most of the independent variables included in the model are useful and not just adding noise. $SE = 0.28006$, which is small indicating that model is accurate.

Table-8

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.569	4	7.142	91.057	.000 ^b
	Residual	20.080	256	.078		
	Total	48.648	260			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Work Environment, Career Development Opportunities, Reward System, Turnover Intention						

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Work Environment, Career Development Opportunities, Reward System, Turnover Intention

Source: Primary Data Analysis.

The ANOVA table shows how well the regression equation fits the data. The model is statistically significant, $F(4, 256) = 91.057$, $p < .001$, indicating that the independent variables collectively predict employee retention. The model explained a substantial proportion of the variance in employee retention ($R^2 = 28.569 / 48.648 = 0.587$, approximately 58.7%), suggesting a strong relationship between the predictors and the dependent variable. The F-statistic (91.057) is high, and the significance level is less than 0.005, meaning the model is a good fit.

Table-9

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.476	.160		9.201	.000
	Work Environment	.230	.042	.358	5.513	.000
	Career Development Opportunities	.137	.046	.191	2.964	.003
	Reward System	.172	.038	.296	4.535	.000
	Turnover Intention	-.006	.040	-.006	-.139	.890
a. Dependent Variable: Employee Retention						

a. Dependent Variable: Employee Retention

Source: Primary Data Analysis.

The regression analysis indicates that Employee Retention is significantly influenced by the Work Environment, Career Development Opportunities, and Reward System, while Turnover Intention has negligible impact.

The regression model can be expressed as:

$$\text{Employee Retention} = 1.476 + 0.230(\text{Work Environment}) + 0.137(\text{Career Development Opportunities}) + 0.172(\text{Reward System}) + 0.006(\text{Turnover Intention})$$

It shows that an improved work environment has the highest positive effect on retention, with a coefficient of 0.230, followed by the reward system (0.172) and career development opportunities (0.137). These relationships are statistically significant ($p < 0.005$). However, turnover intention (coefficient 0.006, $p = 0.890$) does not significantly impact retention. Among the standardized coefficients, the work environment has the strongest influence ($\text{Beta} = 0.358$), emphasizing its critical role. Overall, enhancing the Work environment, Career development opportunities, and Reward systems can significantly boost employee retention.

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