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MOBILITY AND RETENTION OF FEMALE FACULTIES IN PRIVATE COLLEGE

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LUCKNOW

ABSTRACT

It is universally accepted that female teachers are critical actors in education processes. But in past few years, it is observed that female faculties are frequently switching their academic institution especially in private colleges. Mobility of female faculty lead to disruption of a program's continuity&planning decreased student learning and increased costs for recruiting new faculties. The main aim of this study is to identify the factors influencing the high rate of mobility of female faculty working in private colleges. A survey has been conducted among 60 faculties of different private colleges of Lucknow by using questionnaire. The study indicate that the common factors related to the mobility of female faculty are-work family conflict, stress, low salary, work environment, lack of career advancement opportunity, job satisfaction, job security and others issues like gender discrimination, favouritisms, higher studies and personal issues (marriage, pregnancy &in- laws attitude).Further the study emphasis on the various retention strategies which can be adopted by the private university to retain their female faculties. This study reveals that for improving the quality of education in private college it is essential that management should retain their good resources especially female members. Organisation should understand the causes of mobility and use the best retention strategies to retain their female faculties.

KEYWORDS

Female Faculty, Mobility, Private College, Retention Strategies.

INTRODUCTION

High rate of faculty mobility can be costly to the reputation of an institution and to the quality of instruction. So, it is paramount important for any educational institutes to retain their faculty. The problem of availability of proper qualified and experienced faculty members is becoming extremely acute in the private colleges. One of the reasons is female faculty members are frequently switching their academic institutions. So, the study was conducted in order to gain insight into the factors influencing female faculty mobility in private colleges.

FEMALE FACULTY AND PRIVATE COLLEGES IN LUCKNOW

Education sector is dominated by female members .There are over 15000000 women workforce in schools and other education sector consisting just over two thirds of the workforce. Talking about Private colleges Lucknow than it is obvious that every year number of student pass out from the Private colleges in Lucknow. Covering almost every area and course of education the Private colleges of Lucknow are way ahead in offering wide range of courses to their student's. These colleges are not completely outside government control. They are affiliated with any university (Government/ Private). Though the number of private colleges increased in recent decade, but the performance of the majority of these private colleges are found below the standard average (Khan, Ahemed, and Sarkar 2010).

LITERATURE REVIEW

Faculty mobility means switching of jobs by the faculty members from one university/college to another locally or internationally university /college (Khan, Ahemed&Sarker2010).Williams (1998) refers to faculty mobility or migration as the tendency of moving from one college to another. For the purpose of the present study, faculty mobility does not refer to a female faculty who has quit the teaching profession, but who moves between the colleges. Moreover, Faculty attrition and turnover are components of teacher mobility (Williams 1998).In private college/university the faculty turnover is quite higher almost between 16 to 17% in comparison to public universities which is somewhere 2to3%(Jalil2009).One of the important reason for high turnover is, female Faculty members are moving from one educational institute to another(Khan, Ahemed &Sarker2010).

Research has shown that the career of teaching is characterized by very high mobility(Theobald and Michael,2001).Mobility patterns differ between women and men,men who move prior to tenure tend to leave academe,while women tend to enter adjunct positions.For women faculty members, feeling of isolation, lack of respect of colleagues and difficulty integrating family and professional responsibilities and major factors in attrition from university career.(Committee on science, Engineering and Public Policy(COSEPUP2007) .

McKenna and Sikula (1981) suggest that faculty change institutions to get higher salaries and higher rank, and to distance themselves from a variety of administration practices. Some even move for the opportunity to work with better student, even though such a personal agenda may reflect institutional market power (D'Aveni1996).

OBJECTIVES OF THE STUDY

- 1) To understand and investigate the current situation of female faculty mobility in private colleges.
- 2) To analyse the factors influencing mobility of female faculties in private colleges
- 3) To suggest the best retention strategies to overcome the problems identified.

NEED OF THE STUDY

Faculty mobility is one of the educational constraints, needs to be understood and addressed for the purpose of improving the quality of education. As education sector is dominated by female and they are frequently switching the educational institution. Therefore, there is need to study concerning factors influencing female faculties mobility in private college. Further, the finding of this study could be useful to the college management&management might, devise means and ways of dealing with the problem for the wellbeing of the colleges.

STATEMENT OF THE PROBLEM

Improving the quality of education is one of the salient contemporary issues in the country. Teachers are of paramount importance in carrying out this process. However, there is a dearth of knowledge concerning certain factors affecting the process of female faculty mobility.The present problem is the study of factors influencing mobility of female faculty in private college.

SCOPE OF THE STUDY

The scope of the study is restricted to-

1. Female faculty working only in private colleges .It does not include other staff like administration, library etc.
2. The study covers the factors influencing the mobility of female faculty working in private colleges.
3. Finally, the study includes retention strategies which can be adopted by college management to overcome the problem of mobility of female faculty.

RESEARCH METHODOLOGY

The research design of the study is descriptive in nature. The female faculty working in private colleges were considered as source of population for the study.

SAMPLING METHOD

Random sampling method is adopted for this study. A sample size of 60 female faculties was selected from different private colleges of arts, management and engineering situated in Lucknow. Data were collected from A.P Sen Memorial Girls Degree College, Aryakul College of Management, Bhalchandra Institute of Education And Management, Institute of Environment And Management, Charak Institute of Business Management, Dr M,C Sexena College of Education, Goel Institute of Higher Studies , G.C.R.G Memorial Trusts Group of Institution and Nimbus School of Technology Management.

SOURCES OF DATA

The primary and secondary data were used for this study. The study used both quantitative and qualitative research techniques in collecting data. Data were mainly collected through questionnaires, interviews and direct observation.

PRIMARY DATA

Primary data mainly include structured questionnaires and interviews schedule.

QUESTIONNAIRE

Primary data was collected by carrying out a survey among 60 female faculties of different private colleges by using structured questionnaire. The questions used in the questionnaire were pre-tested. The constructed questions were closed and multiple choices in nature.

INTERVIEW

Using interviews as a qualitative research technique enabled the researcher to gain more in-depth knowledge from the respondents. A semi structured interview schedule was used. The response from the respondent was written, at the time of interview and then analysed in the systematic and iterative manner to identify the issues behind female faculty mobility.

SECONDARY DATA

The secondary data were obtained through published books, magazines, national & international journals, statistical reports, text books and internet.

TOOLS OF DATA ANALYSIS

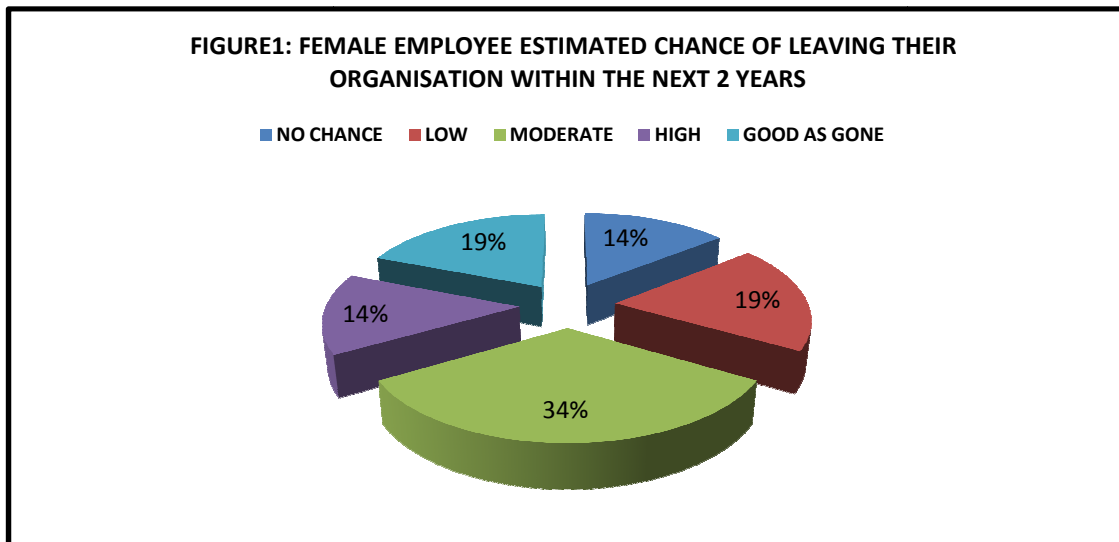
The primary data collected from the structured questionnaire was analysed by using percentages and averages. The results of analysis were interpreted and findings were made for the study.

DATA ANALYSIS AND INTERPRETATION**TABLE 1: SHOWS DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

Sr. No.	Demographic Profile	Frequency	Number of Respondents	Percentage to Total
1	Age	Less than 35 years	35	59
		35-45 years	20	33
		Above 45 years	5	8
		Total	60	100
2	Experience	Less than 2 years	30	50
		2-5 years	22	37
		Above 5 years	8	13
		Total	60	100
3	Educational qualification	Graduates	18	28
		Post graduates	40	61
		Doctorates	7	11
		Total	60	100
4	Designation	Lecturers	38	63
		Asst. professors	15	25
		Professors	7	12
		Total	60	100
5	Income	Less than Rs 25,000	25	36
		Rs25,000-40,000	35	50
		Above Rs 40,000	10	14
		Total	60	100
6	Marital status	Unmarried	24	40
		Married	36	60
		Total	60	100

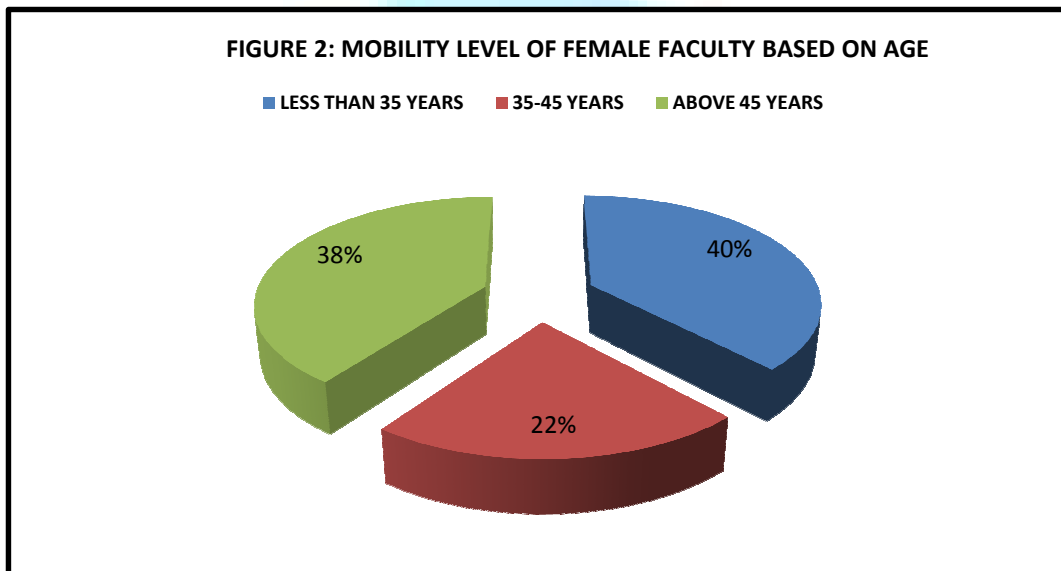
Source: Computed Primary Data

Regarding the age category of respondents, it is inferred from table 1.0 that 59 percent of respondents belong to the age category of less than 30 years, 33 percent are in the category of 35 to 45 years and remaining 8 percent are above 45 years. It can also be seen that 50 percent of them have less than 2 years of experience, 37 percent of them have 2 to 5 years of experience and 13 percent of them have above 5 years of experience. Regarding the educational qualification of respondents, 28 percent of female employees have Graduates 61 percent have post graduates and 11 percent of female faculty either pursuing or completed their doctoral degree. About 63 percent of respondents are working as lecturer, 25 percent of them working as AssT. professor and remaining 12 percent of them working as Professor. And with regard to annual income, 36 percent of respondents have less than Rs.25,000, 50 percent of them have between Rs.25,000 to Rs. 40,000 and 14 percent have above Rs. 40,000. It is evident from the table that 78 percent of them were married and 22 percent were unmarried.



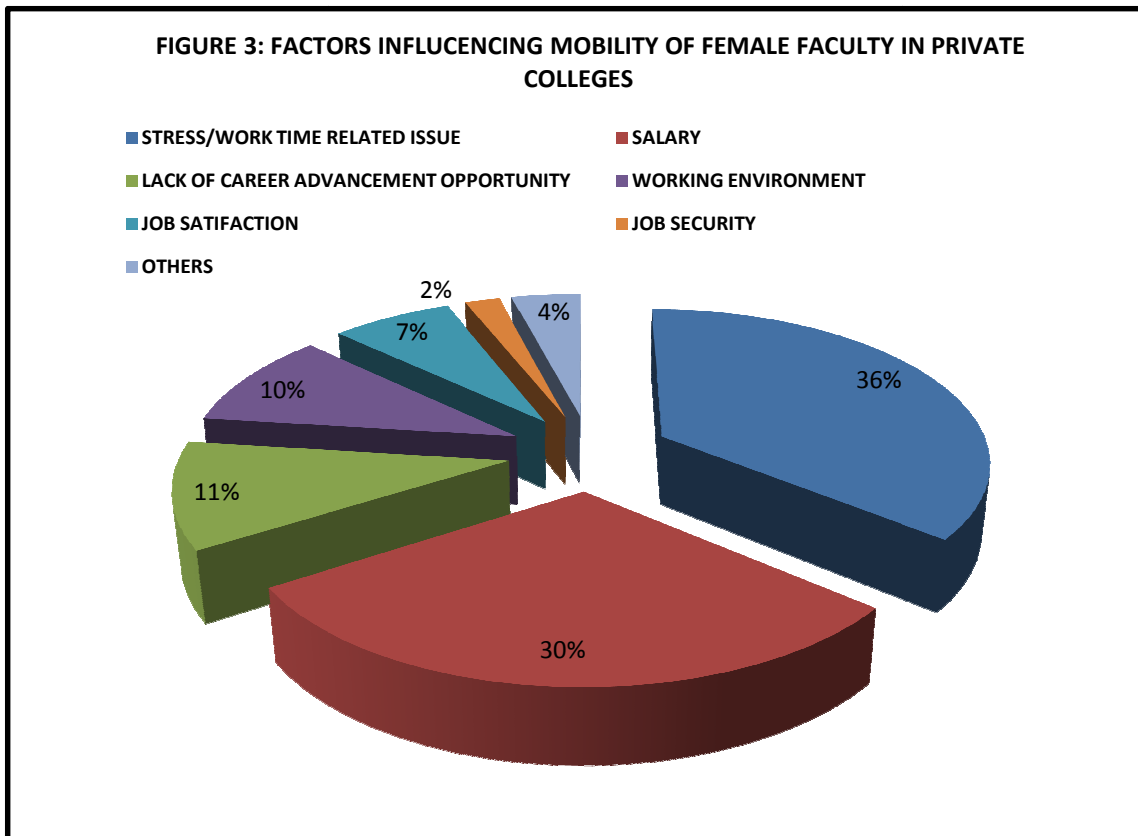
Source: Computed Primary Data

Figure 1 shows that about 50 percent of respondents surveyed expect to leave their college within next 2 years. Only 15 percent of respondents denied the chance of changing their current college. So, this high mobility rate of faculties adversely affects the performance of students, academic planning and most important learning process.



Source: Computed Primary Data

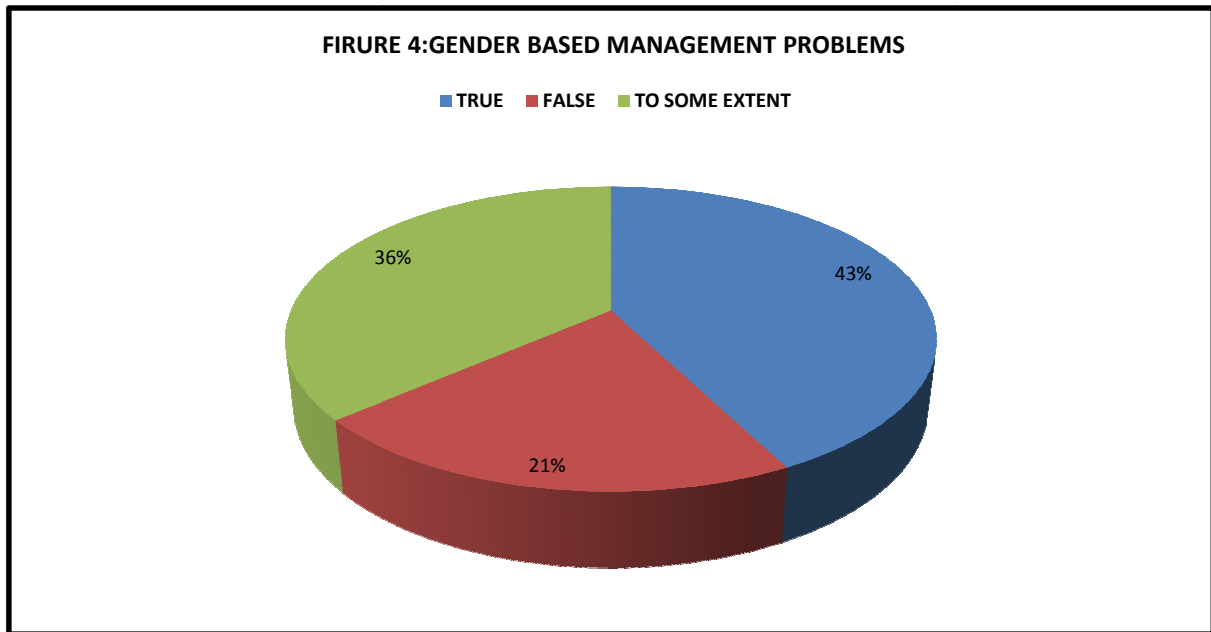
Figure 2 shows that 40 percent of young female faculties frequently changing the institutes may be because they seek opportunities for growth and advancement or personal reasons like –marriage or pregnancy. On the other hand 22 percent of respondents of age group 35 -45years & 38 percent of respondents are above 45 years are frequently changing their college .



Source: Computed Primary Data

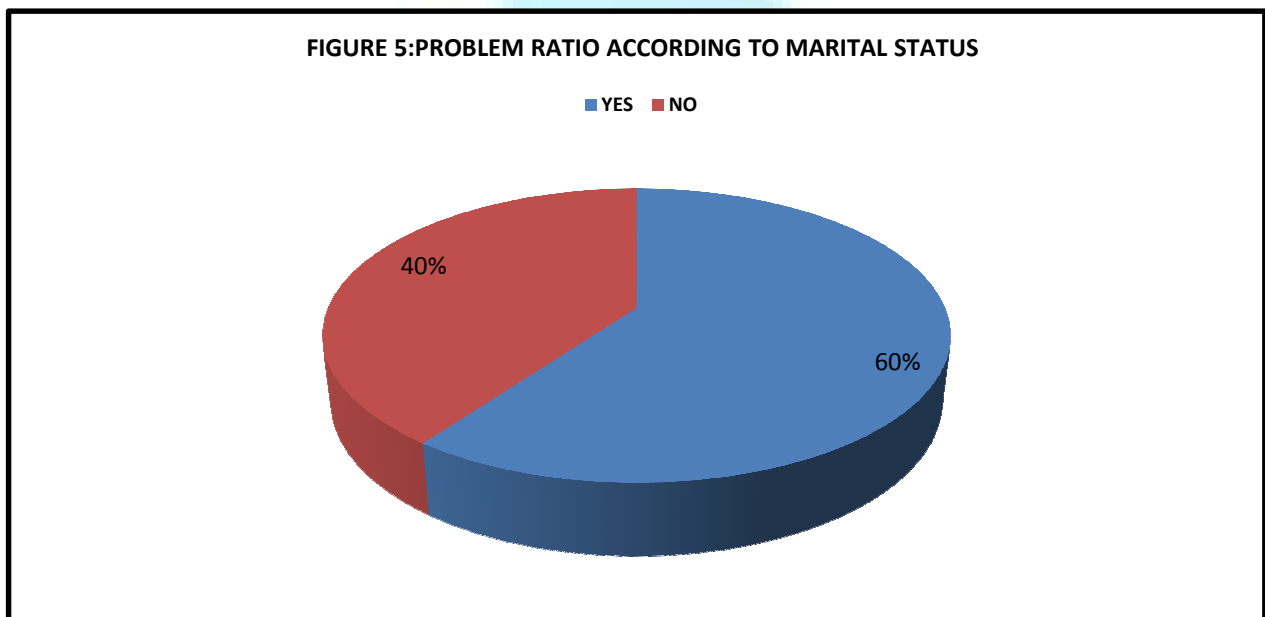
Figure 3 shows, 36 percent of respondents are facing the high level of stress and work –time related issues. Actually most of the female members join education sector because they believe that they can maintain the work-life balances, as the teaching profession is stress free and less working hour compare to other sectors. But that is not true. Even there are many women employees who face stress because of working in the education sector also. Most of the private colleges are working 9 hours per day and 6 days in a week. Due to long working hour they do not have enough time for leisure activities and family which causes work family conflict. The other factors contributing to stress to female faculty are unequal distribution of course, work related to counselling and admission of student, leading a meeting, organizing cultural programs, off campus work and placement duty. According to survey 30 percent of the respondents are moving to other colleges because of poor compensation package. They think that their salary is not equitable with the others working in similar positions in other colleges. Other financial issues like legitimate bases of reward allocation, lack proper rules for salary increase and lack of transparent and clear parameter for faculty evaluation, cost cutting, reducing hike in salary in the name of poor performance are also demotivating the female faculties. 11 percent of respondents are dissatisfied with lack of career advancement opportunity in private colleges. It is mainly due to lack of consultancy, lack of support from top management for further studies and lack of research and publication facilities. Most of the respondents are unable to pursue their PhD or higher studies because of work load and lack of top management support.

About 10 percent of respondents are dissatisfied with working environment. It includes both physical and social environment of the college. Majority of the respondents were dissatisfied with social environment because of work politics which creates unhealthy relation with peers and superiors. Most of these respondents switched to another private college in search of politic -free environment. On the other hand, physical environment such as computer, classroom condition, staff room condition are also demotivating the female faculty. According to the survey about 7 percent of the respondents are not satisfied with the present job. Most of the respondents are dissatisfied with performance appraisal system. They claim that their appraisal and promotional system is a victim of "Favouritism". About 2 percent of the respondents reported that lack of job security in private college also cause high turnover. Rest 4 percent of respondents pointed other issues like quality of the students; lack of faculty autonomy and lack of transportation facility and gradual decrease in casual leaves are important factor in faculty mobility. On the other hand they pointed personal problems like-marriage, pregnancy, transfer of husband, negative attitude of laws are also significant factor influencing their mobility.



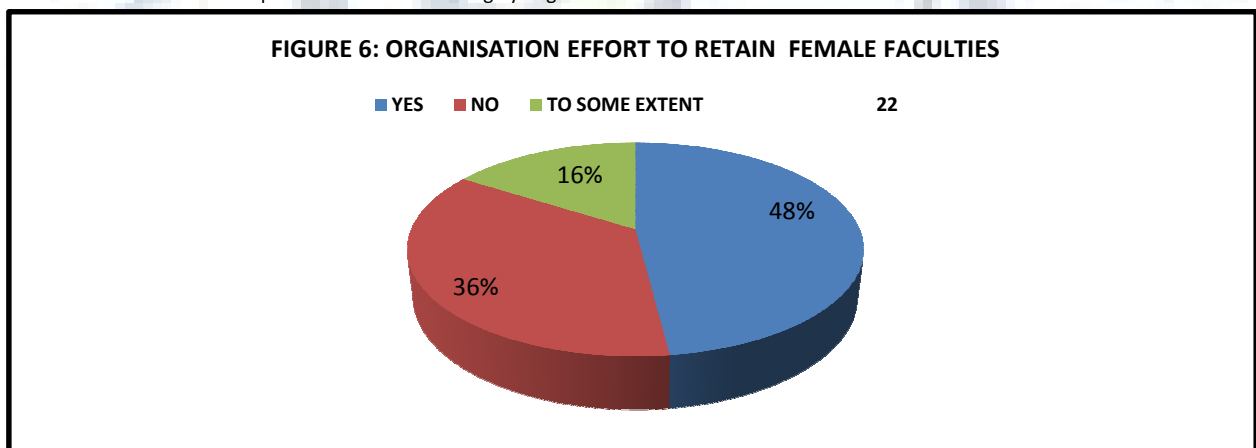
Source: Computed Primary Data

Figure 4 evidently indicates that 42 percent female faculty encounters some problems while working with male members. Right from allocation of work to promotion there has been a gender discrimination which demotivates the female faculty.



Source: Computed Primary Data

Figure 5 shows that 60 percent of married female faculty face more problems than an unmarried female faculty. The underlying problem of the all working married female is that their children and personal life have been highly neglected.



Source: Computed Primary Data

Figure 6 shows that only 48 percent of college management adopt some strategies to retain their good resources while 36 percent of them do not make any effort to retain their good female faculties. About 16 percent of organisations try to retain their female faculties at some extent.

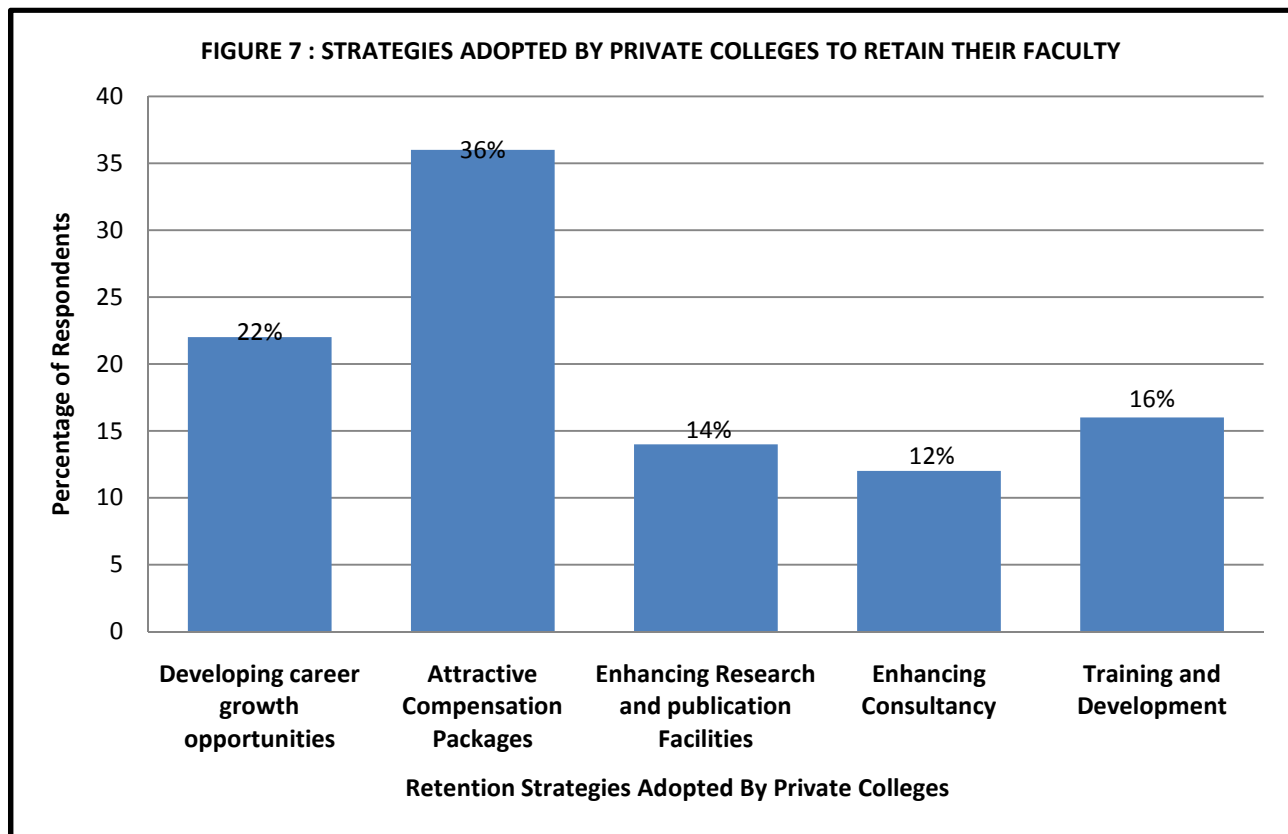


Figure 7 shows that 36 percent of the respondents reported that their colleges, improving compensation package, 22 percent developing career growth opportunities, 14 percent enhancing research and publication facilities, 16 percent providing training and development and rest enhancing consultancy to retain their female faculties.

RECOMMENDATIONS

In the light of the findings of the study, the following recommendations are made:

1. The first step in improving retention is to understand causes of mobility. Management need to interact to female faculties and measure their opinion to see why turnover is happening.
2. To reduce stress and work related issues management can introduce flexible work schedule and feasible time table. Female faculties should be involved in decision making and their suggestions should be considered by the management.
3. Transportation facilities should be provided to female faculties.
4. In response to female facultie's desire for growth and advancement opportunities, management can introduce training and development programs, seminars, proper facilities of research and development and scholarship for higher studies.
5. Quality of compensation, benefits and special perks should be improved in order to lower the facultie's mobility. The compensation must be equitable with other faculties working to other colleges in similar positions.
6. Salary and recognitions should be directly linked with performance of the female faculties.
7. Every employee in the world wants recognition for job well done. Special bonuses, rewards and recognition should be given, so that they should work with enthusiasm.
8. Female faculties want to work where they get conducive environment and mental satisfaction (Khan, Ahmed, Sarker2010). Enhancing face to face interaction with superior ,high involvement at work place, gender equality and politics free environment can improve overall work environment.
9. Management must enforce a transparent and proper system for performance appraisal. Appraisal system should be free from "Gender discrimination" and "Favouritism".
10. Promotion system should be made more purified and filtered, so that female faculty has also equal opportunity for promotion.
11. According to the interest of the female faculties management can distribute work like-cultural activities, student counselling, arranging meeting, sports event or examination related work. Female faculties should not be given off campus work, industrial visit or placement duty because it creates work family conflict.
12. Last but not the least mobility of female faculties can be reduced by providing overall job satisfaction and job security.

CONCLUSION

Faculty members, as significant human resources, can play a crucial role in enhancing output in different social establishments, including universities and educational systems, if they are satisfied with their job condition (Ahmad, Masood2011). Education sector is dominated by female members. For improving the quality of education in private college it is essential that management should retain their good resources especially female members. Organisation should understand the causes of mobility and use the best retention strategies to retain their female faculties. However, still organisation might not be using the best approach to improve the retention of female faculty.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

One of the shortcomings of this study is the use of convenient sample size of 60 within Lucknow only. The respondent's replies tend to be biased and most of the respondents were reluctant to mention their education, age and salary. . Further, a limited number of respondents were interviewed in this study. Researcher-designed structured questionnaires were used. The questionnaires had many closed questions.

The next study could be conducted using a qualitative approach in order to get information directly from the respondents in other city or states of India. In that way, it might be possible to collect rich data from the respondent's views on the subject, instead of reacting to closed questions where they were confined to certain responses only. It is recommended that future researchers perform a study to examine causes of mobility of female employees from others sector to education. So, further research could be undertaken along those lines.

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