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# THE REASONS FOR FACULTY ATTRITION IN HIGHER EDUCATION INSTITUTIONS PROVIDING UG COURSES AND THEIR RETENTION STRATEGIES (WITH SPECIAL REFERENCE TO SELF-FINANCING COLLEGES IN THE CITY OF BANGALORE)

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**KASTURI NAGAR**

## ABSTRACT

Attrition is reduction in the number of employees through retirement, resignation or death. There can be many reasons for an employee to leave an organisation: he may be getting higher job position in some other company or he may want to change his profession or he may leave an organisation for higher studies, dissatisfied work environment, lack of support and motivation, work stress and pressures etc. In the current scenario of high economic growth and rapid globalization, the fight for talent is becoming increasingly intense. An organisation/institution invest high amount of money for their recruitment, selection & training and if employees leave the job in short while seeking new opportunities it will lead to the loss of resources and time for the institution. This paper examines the reasons for the employee attrition with regard to the self-financing colleges in the city of Bangalore. This paper seeks to identify reasons that facilitate the attrition and suggest some of the retention strategies to reduce the turnover of faculties in higher education institutions.

## KEYWORDS

attrition, retention, self-financing colleges, turn-over, investment.

## INTRODUCTION

The Higher Education Institutions play an important role in the development of manpower required for the social, economic and technological advancement of any nation. By their unique nature Higher Educational Institutions are expected to be an inventory of the most specialized and skilled intellectuals. They serve as storehouses of knowledge for nurturing the manpower needs of the nation and hence for satisfying the aspirations of the people for a good and humane society. In this regard, the role faculties are crucial and their quality and effectiveness is very important for disseminating knowledge to the student community. No academic institution can really ensure sustainability and quality in the long run without a well-qualified and committed academic staff. Higher education institutions are therefore very much dependent on the intellectual and creative abilities and commitment of the academic staff than most other organizations.

Retention of employees in higher education institutions (HEIs) is a serious concern; the high turnover rate of academic staff poses a major challenge to these institutions. High employee turnover has grave implications for the quality, consistency, and stability of academic enterprises. Turnover can have detrimental effects on students and remaining academic staff members, who struggle to give and receive quality services, when positions are vacated and then filled by inexperienced personnel. This therefore makes it critically important to retain the Intellectual faculties.

## STATEMENT OF PROBLEM

In higher education institutions, which are considered the hub of knowledge, the retention of intellectual workers, commonly referred to as faculties has become a crucial issue. Increase in opportunities and global demands makes retaining scarce skills more difficult. The main drawback of this to the institution is that, it not only loses efficient faculties, but also may have to bear the replacement costs. Thus, it is necessary for the institution to identify why efficient faculties leave the job and retain them to achieve long term productivity and total quality.

## SCOPE OF THE STUDY

The Scope of the study is to identify the reasons for faculty attrition with special reference to self-financing colleges in the city of Bangalore. The study will be able to throw light on the retention strategies for retaining efficient and competitive intellectuals in the higher education institutions.

## OBJECTIVES OF THE STUDY

1. To study the reasons for faculty attrition.
2. To know the opinions of faculties about job satisfaction, support from management etc. that influence their stay in the institution.
3. To study the satisfaction of faculties about the opportunities provided by the institutions for research and professional growth, flexibility of work timings etc.
4. To offer suggestions for retaining the efficient and highly intellectual faculties.

## RESEARCH METHODOLOGY

### SAMPLING DESIGN

The technique that is used is questionnaire method.

The survey is done on faculties of around five self-financing colleges in the city of Bangalore.

The sample size for the proposed study = 50

### PERIOD OF THE STUDY

6 MONTHS

### SOURCES OF DATA COLLECTION

Both primary and secondary data has-been collected for the study.

**Primary data:** Primary data for the study is collected from the faculties through questionnaires.

**Secondary data:** The secondary data is the collected from various books, through internet from different search engines such as yahoo, Google etc.

### TOOLS AND TECHNIQUES APPLIED FOR THE JUSTIFICATION OF THE STUDY

The tools used for the purpose of collecting the primary data are questionnaires with about 6+22 questions. Chi-Square tests are applied to draw inferences about job security, flexible timings, work stress and pressures, health issues leading to faculty attrition in higher education institutions.

### LIMITATIONS OF THE STUDY

1. Since the study is limited to only few self-financing colleges in the city of Bangalore, it cannot be generalized to all higher education institutions.
2. It is not possible to cover all the self-financing colleges in the city of Bangalore.
3. There is further scope for study.



**DATA ANALYSIS**

The questionnaires containing about 6+22 questions were issued for 50 faculties from around five self-financing colleges in the city of Bangalore. The data was collected and analyzed with the help of tabular representation of facts.

**TABLE 1.1: TABLE SHOWING THE AGE DETAILS OF RESPONDENTS**

Age (in years)	No. Of Respondents	Percentage
20-30	23	46
30-40	20	40
40-50	06	12
50-60	01	02

**INFERENCE**

From the sample of 50 respondents, majority of the faculties are in the age group of 20-30 years i.e., around 46% of the faculties (respondents) are below 30 years of age.

**TABLE 1.2: TABLE SHOWING THE GENDER DETAILS OF RESPONDENTS**

Gender	No. Of Respondents	Percentage
Male	09	18
Female	41	82

**INFERENCE**

From the sample of 50 respondents, majority of the faculties i.e., around 82% are females.

**TABLE 1.3: TABLE SHOWING THE NO. OF YEARS OF WORK EXPERIENCE OF RESPONDENTS**

Experience (in years)	No. Of Respondents	Percentage
0-10	34	68
10-20	13	26
20-30	02	04
30-40	01	02

**INFERENCE**

From the sample of 50 respondents, majority of the faculties have an experience of 0-10 years i.e., around 68% of the faculties (respondents) have below 10 years of experience.

**TABLE 1.4: TABLE SHOWING THE DETAILS OF INCOME LEVEL OF RESPONDENTS**

Income Level (in Rupees)	No. Of Respondents	Percentage
Less than 2,00,000	08	16
2,00,000-3,00,000	14	28
3,00,000-4,00,000	26	52
Above 4,00,000	02	04

**INFERENCE**

From the sample of 50 respondents, income level of majority of the faculties is between Rs. 3,00,000 – Rs. 4,00,000 per annum. i.e., around 52% of the respondents have an income of Rs. 3,00,000 – Rs. 4,00,000 per annum

**TABLE 1.5: TABLE SHOWING THE DETAILS OF ACADEMIC DESIGNATION OF FACULTIES**

Academic Designation	No. Of Respondents	Percentage
Asst. Professor	29	58
Professor	02	04
Lecturer	19	38

**INFERENCE**

From the sample of 50 respondents, majority i.e., 58% of the faculties are Assistant Professors.

**TABLE 1.6: TABLE SHOWING THE DETAILS OF ACADEMIC DEPARTMENT OF RESPONDENTS**

Academic Departments	No. Of Respondents	Percentage
Commerce	20	40
Management	13	26
Social Sciences/Humanities	07	14
Science	10	20

**INFERENCE**

From the sample of 50 respondents, majority i.e., 40% of the faculties belong to the Commerce Department.

**TABLE 1.7: TABLE SHOWING THE REASONS FOR CHOOSING TEACHING PROFESSION BY THE RESPONDENTS**

Reason	No. Of Respondents	Percentage
Choice	37	74
Chance	06	12
Family	04	08
Others	03	06

**INFERENCE**

From the sample of 50 respondents, majority i.e., 74% of the faculties are in the teaching profession by choice.

**TABLE 1.8: TABLE SHOWING THE REASONS FOR CHOOSING THE INSTITUTION IN WHICH THE RESPONDENTS ARE CURRENTLY EMPLOYED**

Reason	No. Of Respondents	Percentage
Distance from residence	14	28
Opportunity for professional growth	21	42
Monetary benefits	06	12
Work environment and Culture	06	12
Others	03	06

## INFERENCE

From the above table it is inferred that majority i.e., of the respondents have chosen teaching profession for the reason that there is opportunity for professional growth.

**TABLE 1.9: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING MOTIVATING WORK ENVIRONMENT**

Opinion	No. Of Respondents	Percentage
Strongly Agree	15	30
Agree	28	56
Disagree	05	10
Strongly Disagree	02	04

## INFERENCE

Majority of the faculties have responded positively about the motivating work environment in the currently employed institution. The above analysis shows that 28 respondents i.e., 56% of respondents agree that the work environment prevailing in the institution is motivating them to work efficiently.

**TABLE 1.10: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING ENCOURAGEMENT AND SUPPORT RECEIVED FROM HOD, SENIORS AND MANAGEMENT**

Opinion	No. Of Respondents	Percentage
Strongly Agree	14	28
Agree	32	64
Disagree	02	04
Strongly Disagree	02	04

## INFERENCE

Majority of the faculties have responded positively about the encouragement and support from HOD, seniors and Management in the currently employed institution. The above analysis shows that 32 respondents i.e., 64% of respondents agree that the HOD, seniors and Management support is encouraging them to pursue employment in the institution in which they are presently employed.

**TABLE 1.11: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING MOTIVATING MONETARY BENEFITS AND REWARD SYSTEM IN THE CURRENTLY EMPLOYED INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	06	12
Agree	33	66
Disagree	10	20
Strongly Disagree	01	02

## INFERENCE

Majority of the faculties have responded positively about the motivating monetary benefits and reward system in the currently employed institution. The above analysis shows that 33 respondents i.e., 66% of respondents agree that the monetary benefits and the reward system is the reason for them to pursue work in the institution in which they are presently employed.

**TABLE 1.12: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING EFFICIENT TRAINING AND DEVELOPMENT PROGRAMMES CONDUCTED IN THE CURRENTLY EMPLOYED INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	10	20
Agree	33	66
Disagree	06	12
Strongly Disagree	01	02

## INFERENCE

Majority of the faculties have responded positively about the efficient training and development programmes conducted in the currently employed institution. The above analysis shows that 33 respondents i.e., 66% of respondents agree that the training and development programmes provided by the institution is enhancing skills to meet the challenges in the present education system.

**TABLE 1.13: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING FAIR AND IMPARTIAL CONSIDERATION TO FACULTIES IN THE CURRENTLY EMPLOYED INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	12	24
Agree	26	52
Disagree	13	26
Strongly Disagree	04	08

## INFERENCE

Majority of the faculties have responded positively about the fair and impartial consideration to them in the currently employed institution. The above analysis shows that 26 respondents i.e., 52% of respondents agree that they are fairly and impartially treated by the management.

**TABLE 1.14: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING SATISFACTION ABOUT THE JOB IN THE CURRENTLY EMPLOYED INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	18	36
Agree	21	42
Disagree	11	22
Strongly Disagree	00	00

## INFERENCE

The faculties have responded positively about the job satisfaction in the currently employed institution. The above analysis shows that 21 respondents i.e., 42% of respondents agree that they are happy and satisfied with the job in the institution in which they are presently employed.

**TABLE 1.15: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING GOOD OPPORTUNITY PROVIDED BY THE INSTITUTION FOR THE PROFESSIONAL GROWTH AND DEVELOPMENT**

Opinion	No. Of Respondents	Percentage
Strongly Agree	16	32
Agree	22	44
Disagree	11	22
Strongly Disagree	01	02

**INFERENCE**

The faculties have responded positively about the opportunity provided by the currently employed institution for the professional growth. The above analysis shows that 22 respondents i.e., 44% of respondents agree that the institution in which they are employed provides them good opportunity for their professional growth.

**TABLE 1.16: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING THE CONSIDERATION FOR SUGGESTIONS OF FACULTIES BY THE INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	06	12
Agree	28	56
Disagree	15	30
Strongly Disagree	01	02

**INFERENCE**

Majority of the faculties have responded positively about the consideration for their suggestions by the currently employed institution. The above analysis shows that 28 respondents i.e., 56% of respondents agree that their suggestions are valued and considered.

**TABLE 1.17: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING SUFFICIENT OPPORTUNITIES PROVIDED BY THE INSTITUTION TO PROVE THEIR SKILLS, KNOWLEDGE AND TALENT**

Opinion	No. Of Respondents	Percentage
Strongly Agree	16	32
Agree	28	56
Disagree	06	12
Strongly Disagree	00	00

**INFERENCE**

Majority of the faculties have responded positively about the opportunities provided by the institution to prove their skills, knowledge and talent. The above analysis shows that 28 respondents i.e., 56% of respondents agree that they are provided with sufficient opportunities to prove their skills, talent and knowledge.

**TABLE 1.18: TABLE SHOWING THE OPINION OF RESPONDENTS WITH REGARD TO ACHIEVEMENT OF WORK LIFE BALANCE**

Opinion	No. Of Respondents	Percentage
Strongly Agree	07	14
Agree	26	52
Disagree	18	36
Strongly Disagree	04	08

**INFERENCE**

Majority of the faculties have responded positively about work life balance. The above analysis shows that 26 respondents i.e., 52% of respondents agree that they are able to achieve work life balance.

**TABLE 1.19: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING OPTIMUM MOTIVATION AND SUPPORT RECEIVED FROM THE WORK ENVIRONMENT**

Opinion	No. Of Respondents	Percentage
Strongly Agree	04	08
Agree	29	58
Disagree	15	30
Strongly Disagree	02	04

**INFERENCE**

Majority of the faculties have responded positively about the motivation and support received from the work environment. The above analysis shows that 29 respondents i.e., 58% of respondents agree that they receive optimum motivation and support from the work environment prevailing in the currently employed institution.

**TABLE 1.20: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING JOB SECURITY IN THE INSTITUTION**

Opinion	No. Of Respondents	Percentage
Strongly Agree	05	10
Agree	17	34
Disagree	18	36
Strongly Disagree	10	20

**INFERENCE**

The faculties have responded negatively about the job security provided by the institution. The above analysis shows that 18 respondents i.e., 36% of respondents are under the opinion that the institution in which they are currently employed does not ensure job security.

**TABLE 1.21: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING SUFFICIENT TEACHING RESOURCES AND RESEARCH OPPORTUNITIES PROVIDED BY THE INSTITUTION TO ENHANCE PROFESSIONAL GROWTH**

Opinion	No. Of Respondents	Percentage
Strongly Agree	07	14
Agree	32	64
Disagree	09	18
Strongly Disagree	02	04

**INFERENCE**

Majority of the faculties have responded positively about the teaching resources and research opportunities provided by the institution. The above analysis shows that 32 respondents i.e., 64% of respondents agree that the institution provides them with sufficient teaching resources and research opportunities to enhance professional growth.

TABLE 1.22: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING FLEXIBILITY OF WORK TIMINGS

Opinion	No. Of Respondents	Percentage
Strongly Agree	05	10
Agree	16	32
Disagree	12	24
Strongly Disagree	17	34

## INFERENCE

The faculties have responded negatively about flexibility of work timings in the institution in which they are currently employed. The above analysis shows that 17 respondents i.e., 34% of respondents strongly agree and 12 respondents i.e., 24% of respondents agree that their institution does not provide flexibility of work timings.

TABLE 1.23: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING CHALLENGING AND MOTIVATING WORK IN THE CURRENTLY EMPLOYED INSTITUTION

Opinion	No. Of Respondents	Percentage
Strongly Agree	13	26
Agree	29	58
Disagree	08	16
Strongly Disagree	00	00

## INFERENCE

Majority of the faculties have responded positively about the challenging and motivating work in the institution in which they are currently employed. The above analysis shows that 29 respondents i.e., 58% of respondents agree that the work in the institution is challenging and motivating.

TABLE 1.24: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING CO-OPERATION AND INTEREST IN LEARNING SHOWED BY THE STUDENTS

Opinion	No. Of Respondents	Percentage
Strongly Agree	04	08
Agree	28	56
Disagree	13	26
Strongly Disagree	05	10

## INFERENCE

Majority of the faculties have responded positively about the co-operation and interest in learning showed by students. The above analysis shows that 28 respondents i.e., 56% of respondents agree that the students co-operate and show great interest in learning.

TABLE 1.25: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING EQUALITY IN DISTRIBUTION OF WORKLOAD

Opinion	No. Of Respondents	Percentage
Strongly Agree	09	18
Agree	27	54
Disagree	11	22
Strongly Disagree	03	06

## INFERENCE

Majority of the faculties have responded positively about equal distribution of work load. The above analysis shows that 27 respondents i.e., 54% of respondents agree that the work load is equally distributed.

TABLE 1.26: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING MOTIVATING TEACHING STANDARDS IN THE CURRENT EDUCATION SYSTEM

Opinion	No. Of Respondents	Percentage
Strongly Agree	10	20
Agree	27	54
Disagree	09	18
Strongly Disagree	04	08

## INFERENCE

Majority of the faculties have responded positively about teaching standards prevailing in the current education system. The above analysis shows that 27 respondents i.e., 54% of respondents agree that the teaching standards present in the current education system is motivating them to pursue teaching.

TABLE 1.27: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING STRESS AND WORK PRESSURES IN THE CURRENTLY EMPLOYED INSTITUTION

Opinion	No. Of Respondents	Percentage
Strongly Agree	09	18
Agree	20	40
Disagree	12	24
Strongly Disagree	09	18

## INFERENCE

The faculties have responded that they feel over stressed because of workload and work pressures. The above analysis shows that 20 respondents i.e., 40% of respondents agree that the workload and work pressures in the institution is causing stress.

TABLE 1.28: TABLE SHOWING THE OPINION OF RESPONDENTS REGARDING HEALTH ISSUES DUE TO STRESS AND WORK PRESSURES IN THE CURRENTLY EMPLOYED INSTITUTION

Opinion	No. Of Respondents	Percentage
Strongly Agree	09	18
Agree	17	34
Disagree	13	26
Strongly Disagree	11	22

## INFERENCE

The faculties have responded that the stress level and the work pressures are leading to health issues. The above analysis shows that 17 respondents i.e., 34% of respondents agree that the workload and work pressures in the institution is causing health issues.

The following Chi-Square test represents relationship between Faculty Attrition and Job Security

TABLE 1.29: TABLE SHOWING THE DETAILS OF OBSERVED COUNT AND EXPECTED COUNT OF OPINION OF FACULTIES REGARDING JOB SECURITY PROVIDED BY THE INSTITUTION

Opinion	Observed Count (%)	Expected Count (%)
Strongly Agree	10	25
Agree	34	25
Disagree	36	25
Strongly Disagree	20	25

**Hypothesis**

The null hypothesis is,

Ho: There is no relationship between faculty attrition and job security.

The alternative hypothesis is,

H1: There is relationship between faculty attrition and job security.

TABLE 1.30: TABLE SHOWING THE CALCULATION OF CHI-SQUARE TEST STATISTIC REGARDING JOB SECURITY

O	E	$\frac{2}{(O-E)}$	$\frac{2}{(O-E)/E}$
10	25	225	9.00
34	25	081	3.24
36	25	121	4.84
20	25	025	1.00
Total			18.08

The Chi-Square test statistic

$\chi^2 = \sum \frac{(O-E)^2}{E} = 18.08$

The degrees of freedom = (n-c)

= 4-1

= 3.

Tabulated value of 4 degrees of freedom at 5% level of significance = 7.81 (critical value)

The test statistic 18.08 is > 7.81.

Hence Ho is rejected and H1 is accepted

**INFERENCE**

There is relationship between faculty attrition and job security.

The following Chi-Square test represents relationship between Faculty Attrition and Flexibility of Work Timings

TABLE 1.31: TABLE SHOWING THE DETAILS OF OBSERVED COUNT AND EXPECTED COUNT OF OPINION OF FACULTIES REGARDING FLEXIBILITY OF WORK TIMINGS PROVIDED BY THE INSTITUTION

Opinion	Observed Count (%)	Expected Count (%)
Strongly Agree	10	25
Agree	32	25
Disagree	24	25
Strongly Disagree	34	25

**Hypothesis**

The null hypothesis is,

Ho: There is no relationship between faculty attrition and flexibility of work timings.

The alternative hypothesis is,

H1: There is relationship between faculty attrition and flexibility of work timings.

TABLE 1.32: TABLE SHOWING THE CALCULATION OF CHI-SQUARE TEST STATISTIC REGARDING FLEXIBILITY OF WORK TIMINGS

O	E	$\frac{2}{(O-E)}$	$\frac{2}{(O-E)/E}$
10	25	225	9.00
32	25	049	1.96
24	25	001	0.04
34	25	081	3.24
Total			14.24

The Chi-Square test statistic

$\chi^2 = \sum \frac{(O-E)^2}{E} = 14.24$

The degrees of freedom = (n-c)

= 4-1

= 3.

Tabulated value of 4 degrees of freedom at 5% level of significance = 7.81 (critical value)

The test statistic 14.24 is > 7.81.

Hence Ho is rejected and H1 is accepted

**INFERENCE**

There is relationship between faculty attrition and flexibility of work timings.

The following Chi-Square test represents relationship between Faculty Attrition and Work Stress and Pressures

TABLE 1.33: TABLE SHOWING THE DETAILS OF OBSERVED COUNT AND EXPECTED COUNT OF OPINION OF FACULTIES REGARDING WORK STRESS AND PRESSURES IN THE INSTITUTION

Opinion	Observed Count (%)	Expected Count (%)
Strongly Agree	18	25
Agree	40	25
Disagree	24	25
Strongly Disagree	18	25

#### Hypothesis

The null hypothesis is,

Ho: There is no relationship between faculty attrition and work stress and pressures.

The alternative hypothesis is,

H1: There is relationship between faculty attrition and work stress and pressures.

TABLE 1.34: TABLE SHOWING THE CALCULATION OF CHI-SQUARE TEST STATISTIC REGARDING WORK STRESS AND PRESSURES

O	E	2 (O-E)	2 (O-E) / E
18	25	049	1.96
40	25	225	9.00
24	25	001	0.04
18	25	049	1.96
Total			12.96

The Chi-Square test statistic

2 2

$$\chi = \sum (O-E) / E = 12.96$$

The degrees of freedom = (n-c)

= 4-1

= 3.

Tabulated value of 4 degrees of freedom at 5% level of significance = 7.81 (critical value)

The test statistic 12.96 is > 7.81.

Hence Ho is rejected and H1 is accepted

#### INFERENCE

There is relationship between faculty attrition and work stress and pressures.

The following Chi-Square test represents relationship between Faculty Attrition and Health Issues due to Work Stress

TABLE 1.35: TABLE SHOWING THE DETAILS OF OBSERVED COUNT AND EXPECTED COUNT OF OPINION OF FACULTIES REGARDING HEALTH ISSUES DUE TO WORK STRESS

Opinion	Observed Count (%)	Expected Count (%)
Strongly Agree	18	25
Agree	34	25
Disagree	26	25
Strongly Disagree	22	25

#### Hypothesis

The null hypothesis is,

Ho: There is no relationship between faculty attrition and health issues due to work stress

The alternative hypothesis is,

H1: There is relationship between faculty attrition and health issues due to work stress

TABLE 1.22: TABLE SHOWING THE CALCULATION OF CHI-SQUARE TEST STATISTIC REGARDING HEALTH ISSUES

O	E	2 (O-E)	2 (O-E) / E
18	25	049	1.96
34	25	081	3.24
26	25	001	0.04
22	25	009	0.36
Total			5.60

The Chi-Square test statistic

2 2

$$\chi = \sum (O-E) / E = 5.60$$

The degrees of freedom = (n-c)

= 4-1

= 3.

Tabulated value of 4 degrees of freedom at 5% level of significance = 7.81 (critical value)

The test statistic 5.60 is < 7.81.

Hence Ho is accepted and H1 is rejected.

#### INFERENCE

There is no relationship between faculty attrition and health issues.

#### FINDINGS

1. Majority of the respondents are in the age group of 20-30 years and are female faculties
2. Majority (68%) of the faculties have an experience of less than 10 years.
3. The income level of 52% of the respondents is between Rs. 3,00,000 to Rs. 4,00,000 per annum.
4. Majority of the respondents are assistant professors.
5. Majority of the respondents are commerce faculties.

6. Majority (74%) of the respondents are in the teaching profession by choice and for the reason that there is opportunity for professional growth.
7. Majority of the faculties have responded positively about the work environment and support from HOD, seniors and management.
8. Majority of the faculties have responded positively about the monetary benefits and training and development programmes provided by the institution.
9. Majority of the faculties have responded positively about the fair and impartial treatment in the institution.
10. Majority of the respondents are happy and satisfied with their job and also have responded positively about the opportunity for professional growth provided by the institution in which they are currently employed.
11. Majority of the faculty have responded positively about the considerations for their suggestions, skills, talents and knowledge.
12. Majority of the respondents are able to achieve work-life balance.
13. Majority of the faculties have responded positively about the sufficient teaching resources and research opportunities in the institution.
14. Majority of the faculties have responded that the work in the currently employed institution is challenging and motivating
15. Majority of the faculties have positively responded about the interest for learning and co-operation from students.
16. Majority of the faculties have positively responded about the equal distribution of workload in the currently employed institution and teaching standards in the present education system.
17. Majority of the respondents are under the opinion that the institution in which they are currently employed does not ensure job security.
18. Majority of the faculties have responded that the workload and work pressures in the institution is causing stress.
19. Majority of the respondents are under the opinion that the institution in which they are currently employed does not provide flexibility of work timings.
20. Majority of the faculties have responded that the workload and work pressures in the institution is causing health issues.
21. The Chi-Square test reveals that there is relationship between faculty attrition and
  - (a) Job security
  - (b) Flexibility of work timings
  - (c) Work pressures and stress.
22. The Chi-Square test also reveals that, there is no relationship between health issues and faculty attrition.

### SUGGESTIONS / RETENTION STRATEGY

1. The educational institutions may organise one/two-day trip to faculties to relieve them from work stress/work pressures.
2. The educational institutions should ensure job security to the faculties.
3. The educational institutions should provide at least little flexibility in work timings.
4. Faculties may be motivated to participate in sports and cultural activities exclusively conducted for them in the campus.
5. Working environment may be improved to retain the faculties.
6. The institutions may initiate such programmes and education for faculties that builds confidence and motivates them for excellent performance.
7. Management should implement a democratic management style in order to reduce the job attrition.
8. Repeated Work should be avoided.
9. Provide opportunities for career development.
10. Ensure support and encouragement in all professional respects.
11. Provide adequate monetary benefits and devise a reward system for motivating efficient faculties.
12. Encourage research and development activities.
13. Encourage technology oriented teaching-learning process in the institution which may motivate faculties to continue teaching.
14. The institutions should organise faculty development programmes to boost the faculties with enhanced teaching methodology.

### CONCLUSION

Attrition is an issue that can be found in many self-financed educational institutions today, but escaping this issue is not a concept that is unattainable. From research, and as reflected in this paper, Attrition can be drastically reduced by simply gaining the commitment and dedication from faculties. In this study, we have examined the reasons for faculty attrition and their retention strategies. The study revealed that, no assurance from the institutions about the job security, inflexible work timings, work stress and pressures are the main reasons for the faculty attrition in the self-financing colleges at Bangalore. Therefore, the educational institutions must pay attention on reducing stress, ensuring job security, providing flexibility of work timings and do such other things to make the faculties feel committed and dedicated, which reduces attrition level. And retention of highly intellectual faculties helps an institution to achieve overall productivity and total quality.

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