RETENTION OF FACULTY IN ENGINEERING INSTITUTION: CASE STUDY WITH TAMILNADU

Dr.M.Murali Krishnan[1], C.R.Vijay[2]

[1,2]Assistant Professor, Department of Management Studies,
Dr.N.G.P.Institute of Technology, Coimbatore , Tamilnadu, India

Abstract:
This paper aims at how teaching faculty members can be retained in engineering institutions. Faculty retention is the foremost problem, which all the institutions are facing in the global competitive environment. In this paper, the author wants to discuss about the environmental factors both internal and external which are responsible for influencing the faculty decision to either leave or to stay in the organization.
Based on the specific faculty needs, the institution must implement the relevant retention strategy, since one strategy does not fit for all as conflict arises between the faculty and the management. So there exists the need for the HR manager to identify the faculty needs and then frame the retention strategy. The most relevant retention strategies are in discussed in this paper.
Key Words: Faculty, Retention, Engineering Institutions, Reasons, Need

1. Introduction:

In the present scenario, the global environment is very competitive. Simultaneously the engineering institutions are also increasing every year, approximately nearly two lakhs students are passing out from these institutions every year. The meritorious students get placed; some of them go for higher studies, remaining students those who are not placed, entering the teaching profession starting as a junior faculty member. So they are not stable in that particular institution for a longer time, as it takes time to settle them.

Apart from this, faculty switches over from one institution to another, after completion of one year of their service for various reasons. With a dynamically changing and volatile demand - supply scenario, attrition and cut-throat competition the faculty are switching over for their future growth aspects with restriction of local boundaries.

2. Need for retention:

- Retention of Key employee represents a healthy sign for the institution.
- The total cost of replacing faculty in an institution ranges from 1.5 times the annual salary of the faculty.
- There always exists the number of other costs that are more difficult to estimate like emotional cost, Loss of morale, Loss of experience etc. Thus there is significant economic when an institution loses any resourceful faculty.
- By implementing the apt retention strategy in the institution the need of the faculty who might not leave the organization, but can be potential quitters, can be assessed and made to think twice .
- When an institution loses an efficient faculty, there is a negative impact on making innovative decision making in the institution along with disruption from student side may occur, and in turn results in providing consistent service to the society.
- The above said are the reasons why an institution needs to go deeper into the reasons and factors which influence the faculty decision to stay or leave the institution.

In this paper the Author has discussed some of the important aspects related to faculty retention:

1. Why a faculty member chooses to stay in a particular institution?
2. Why a faculty member chooses to leave from a particular institution?

The conclusion part of this paper has focused on the retention strategy that is recommended by the faculty members for the growth of the institution and also for their career growth.

3. Reasons for a faculty member choosing to stay:

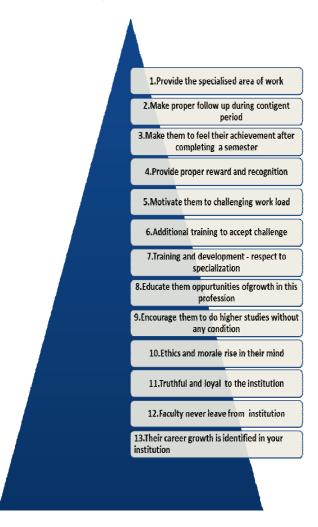There may be some external and internal factors involved for a faculty to stay in a particular institution.

❖ Confidence: When a faculty believes that the organization is the right place for his/her career growth.
❖ Empowerment: It is the condition when faculty has the authority to make their own decision and to take action in their work without any disturbance.
❖ Organizational Culture and Climate: Happy to work in institutions that follows professional ethical practices.
❖ Career Development : The institution encourages the faculty to get involved in external boundaries activities (FDP,Foreign Visit, Sponsoring to do higher studies)
❖ Institutions' Brand Name: The brand image of the institution, the opinion shared by various magazines and internal faculty members.
❖ Competitive Salary: Benefits and incentives.
❖ Job Profile: Responsibility with their qualification.
❖ Location: The distance and time taken from a work place to home.

4. Reasons for which a faculty member choosing to leave:

❖ Job market scenario: Existence of global market opening, Number of vacancies in software technology.
❖ Not following the flexible work schedule: Including extra hours, Extra responsibility, Job sharing etc.
❖ Lack of recognition: No proper reward and recognition for the good performance to the faculty.
❖ Lack of Motivation for doing higher studies in abroad.

❖ Lack of Team work: There won't be parental relationship among colleagues.
❖ Compensation: Money is the most important factor for an employee to remain and be a part of the institution. Inadequate pay, Pay scale not at par in comparison with peers.

5. Strategy that are recommended by the faculty members to retention are:

1. Provide the specialised area of work
2. Make proper follow up during contigent period
3. Make them to feel their achievement after completing a semester
4. Provide proper reward and recognition
5. Motivate them to challenging work load
6. Additional training to accept challenge
7. Training and development - respect to specialization
8. Educate them oppurtunities ofgrowth in this profession
9. Encourage them to do higher studies without any condition
10. Ethics and morale rise in their mind
11. Truthful and loyal to the institution
12. Faculty never leave from institution
13. Their career growth is identified in your institution

Some of the expectation of faculty is:
❖ Respect for the individual.
❖ Work life Balance.

6. Case Analysis:
As per the interview with the various Principal, Directors, Dean & Professors from the leading engineering Institutions, The following findings are charted:
The new age economy, with its attendant paradigm shifts in relation to the human capital, in terms of its acquisition, utilization, development and retention, has placed a heavy

demand on today's educational institutions. Today management is expected to comprehend, conceptualize, innovate, implement and sustain relevant strategies and contribute effectively towards giving the institution in its winning edge. The institution's brand image crowns the list of the priorities for the job seeker, other important considerations being, the pay package and other benefits, the class and quality of people that work in the institution, the challenges of the job and attractive of the position and designation, the opportunities for career growth and professional development. The Factors impacting Talent Acquisition and Retention are

- To develop detailed profiles of the kind of people they are after by analyzing the job profiles, career paths, background and experience of their current high performers.
- An organization culture that is open, trusting, nurturing, authentic as well as empowering tends to attract and retain top talent.
- Transformational strategies that impact retention in good measure encompass mentoring, coaching, counseling, competency and performance development programs, retraining, re-skilling, re-deployment and job rotation, challenging assignments, job enrichment and above all promotion of a knowledge building .

Creating and delivering a great employee value proposition is clearly the best way to retain the faculty.

Job Attrition is one of the major challenges faced by organization as a whole. Things would be little more serious when it comes to attrition of new faculty. This normally happens to new institutions where they can't claim a great history. Faculty retainment is one of the biggest challenges that the organization is currently facing. Days are gone, when your faculty sticks with the institution throughout their life. Employees now think more about their career and want the advancement in the professional life. You might have heard the quote "I work only for money, if you want loyalty hire a dog".

Following are the guideline by which you can retain your best talent faculty in the institution.
Always tell your faculty what you expect of him or her. Satisfied faculty knows what their managers want them to do each and every workday. Provide your contributors with a level playing field of competitive benefits, pay, and growth potential. Faculty should receive comparable compensation packages including base salary, incentives, stock, and benefits, which are transparent, competitive and equitable. Always communicate clearly what your faculty can expect for compensation and benefits.

Give your direct reports honest feedback about their performance and praise them for good work. Faculty should regularly receive non-monetary recognition for work and acknowledgement for their contributions through posted achievement boards, senior management visibility, external/technical community recognition, and company awards. Encourage your faculty to lead a balanced work and personal life and assist them with flexible processes and resources such as telecommuting, alternative work schedules, and child and elder care. When the organization is successfully able to convey the message that it cares for employees, retention works best.

7. Conclusion:

Creating and delivering a great faculty value proposition is clearly the best way to retain the people. This would encompass building and sustaining a compelling brand image with an appealing culture and inspiring values, tailored to the talent segment that one seeks to attract and retain, offering great jobs and career opportunities, building an effective learning framework, investing in work place infrastructure, moving on poor performers, instituting effective reward and recognition programs, putting in place innovative compensation schemes. But most importantly, when the organization is successfully able to convey the message that it cares for faculty, retention works best.