RESEARCH ARTICLE

WORKFORCE RETENTION:A SERIOUS ISSUE OF COLLEGES AND UNIVERSITIES IN PUNJAB AND CHANDIGARH

*Rajni Bhalla[1], **Ritu Mittal[2]
1. Assistant Prof. in Commerce, Panjab University Constituent College, Nihal Singh Wala. Moga.
2. Assistant Prof. in Economics, Panjab University Constituent College, Nihal Singh Wala, Moga

Manuscript Info	Abstract
	Retention is the process of physically keeping human resources in an organization as it is one of the key fundamentals that are necessary for organizational success. Employee retention refers to policies and practices which organizations are following to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the biggest problem that plague organizations in the competitive market place. Employees need to be retained because good, experienced, trained and hard working employees are required to run academic institutes. They have acquired good subject knowledge over the long run and a trained academician can handle students in a better way, as today's learners become the future leaders and solve the problems of society. The present study is based on the issues and challenges in employee retention of colleges and universities in Punjab and Chandigarh. The objective of the study is to highlight the various factors which affect retention initiatives in the academic sector and to explore the relation between various factors and job satisfaction. This research discusses reasons why colleges and universities of Punjab and Chandigarh face the problem of employee retention. The research has been conducted with a pre tested questionnaire covering various factors that examine the reasons and impact of employee retention in the universities and colleges of Punjab and Chandigarh. The data is analysed with the help of SPSS 21 and for the analysis the descriptive statistical techniques like frequencies, percentages, cross tabs, correlation were adopted. The study concludes that the working environment is supportive for the teaching faculty in the colleges and universities of Punjab and Chandigarh but incentive systems are not well designed which causes dissatisfaction in the teaching faculty. .

Introduction:-

Employee retention is a serious challenge faced by the organizations now days. A good corporate culture impacts it a lot. Good culture is typically characterized by superiority of quality, openness in communication, participative decision-making, high standard of safety, good corporate citizen (Rao, A., 2012). Experienced staff becomes the valuable asset for the associated organization. An organization cannot work smoothly and develop without its key workforce. Retention and commitment start at the very early stages of the staffing process. It is a never ending process as retention and commitment is affected by almost all aspects of the business (Aguenza et al., 2012). So there is a need to formulate appropriate employee retention policy to physically keep the employees at job. If we talk about the academic institutes, they cannot run without the strength of its good and experienced academicians. The increasing trend of employee turnover certainly results in performance loose which further puts negative impact on the organizations from where they are leaving. It will also causes productivity loss, loss of work team harmony and

social goodwill (Goswami et al., 2012). In the competitive world economy human resource is the key to success. An organization can become market leader if it has talented employee. Employee retention helps in the long term development of an organization. In the educational institute student's satisfaction, society's welfare and organization performance depend on the ability to retain their faculty. So there is an intense need to make sincere efforts to identify and keep its key staff without considering of their age or other related factors. The failure of colleges as well as universities to retain their talented human resources results in deficiency of eminent academic staff and the students as well as working staff of such institutions have to face the adverse effects of the exit of talented academic staff (Selesho et al., 2014). To overcome such kind of issues colleges and universities need to focus on their obligations of teaching and learning, have to take steps to retain their talented workforce and such staff should be motivated to work efficiently (Selesho et al., 2014). with such sincere efforts the aim of opening of colleges and universities to impart quality education in society can be achieved. In today's era stable workforce has competitive advantage for an organization because changing workforce need higher expenditure on recruitment and training process. A stable workforce will make stronger teacher student relationships are and students can have the benefit of the staff experience due to the continuity of their subject knowledge, institution experience and proven performance (Kreisman, 2002).

Literature review:-

The following table covers the literature review of this study:

	Researcher	Objectives of the Study	Year of Publication	Country	Result
1.	Kate Hutchings et al.	Paper focusing on the significance of this sector to the Australian economy and highlighting the challenges presented by current legislative influences	2006	Australia	The result shows that employers in this sector are developing a distinctive good employment approach which recognises some of the limitations presented by their operations in remote locations. It is also evident that there is room for further progress if high involvement work systems are also to be operationalized.
2.	Huntley Manhertz	Investigate Key Trends in Employee Retention	2008	Asia,Europe,US.	Offer competitive compensation, ensures employees recognition, offer growth and development opportunities, ensures healthy work life balance.
3.	Patricia L. Farrell	Research concentrates on faculty, students, and student affairs professionals.	2008	America	College officials should analyze the different elements of the campus culture: artifacts, patterns, behavioral norms, values, and assumptions before conducting employee training.
4.	Muhammad Hassan et al.	To study the reasons and to know how to retain employees in leather sector in Pakistan	2011	Pakistan	Result shows that almost all the factors that directly or indirectly influence employee retention are correlated. So not only a single factor promotes an employee to leave the organization but it's a blend of many reasons.
5.	Chandranshu Sinha et al.	The study explores to identify the main factors of retention management strategies in organizations.	2012	India	The study conclude that given factors have substantial roles in determining the retention management strategies of the two respective organizations and are considered to be the main components for retaining the employees.
6.	Benjamin Balbuena Aguenza et	To examine motivational factors that influence	2012	Philippines	Organization should provide with a number of strategies to increase employee retention such as: design an

	al.	employee retention and examines their impact on both organization and employee.			interesting employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis.
7.	Dr. K. Aparna Rao	To examine the challenges and growth of strategies for employee retention and also the suggestion for developing retention strategy in an organization.	2012	India	Results show that employee retention can be practiced better by motivating the employees in the aspects of open communication which enforces loyalty among employees.
8.	Brijesh Kishore Goswami et al.	To provide an insight into the various issues surrounding the problem of attrition and what major challenges are being faced in retaining the employees.	2012	India	Organizations should create an environment that fosters ample growth opportunities, appreciation for the work accomplished and a friendly cooperative atmosphere that makes an employee feel connected in every respect to the organization.
9.	Bidisha Lahkar Das et al.	To find out the various research works that have been done in the area of employee retention.	2013	India	Human resources are complex and not easy to understand. Retaining them will help in the long-term growth of an organization and add to their goodwill. But the most difficult task faced by an organization today is retaining as well as satisfying these resources.
10.	Deepti Sinha et al.	The study has been undertaken to understand the major issues associated with the retention of the pharmaceutical employees in Dehradun city	2013	India	The employee retention has become the strategic focus and compelling necessity of businesses today.
11.	Daisy Ofosuhene Kwenin et al.	Determine the association between rewards and employee retention and assess the influence of job satisfaction on employees' intention	2013	Ghana	The study recommends that management of the organization provide intrinsic values in the jobs to make them more satisfying for the employees to stay.
12.	Emmanuel U. Ingwu	To examine the influence of wage differences on staff retention in the state owned Colleges of Education in Nigeria.	2013	Nigeria	This study shows that wage differences actually influence the decision of workers to quit their current employment in search of higher paid employers in four out of the six colleges studied.
13.	Meetakshi Belwal Bhatt et al. .	The main objective of the study is to do a comparative study of retention of faculty in Private Institutes or	2014	India	The results indicate that there holds a vast difference between the private and the government sector employees with respect to various factors contributing to job satisfaction and retention. The

		Universities with the Government Institutes or Universities in Uttarakhand and to study the causes of high rate of attrition in private professional Institutes / Universities.			government sector is far more preferred organization by the teachers of the Uttarakhand.
14.	Jacob M. Selesho	This paper intends to examine factors that influence the poor retention rate of academic staff at selected universities.	2014	South-Africa	This will ensure that the academic leader, as a mentor, takes charge of academic progression and clear & homogenous salary packages should be designed for academic staff, encompassing clearly defined, transparent ranking.
15.	Dr. Mita Mehta et al.	To identify the best practices and methods adopted by various organizations across industries to help enhance commitment and employee retention.	2015	India	The Result shows that for any organizations to survive in today's ever increasing competition where employee poaching is on the rise, it is very important to retain their best employees and keep them committed towards the organization

Objectives of the study:-
The study has been undertaken by taking following objectives:
- To understand the relationship between the good HRM Policies and retention of employees in colleges and universities of Punjab and Chandigarh.
- To study the reasons of high rate of turnover of teaching staff in colleges and universities of Punjab and Chandigarh.
- To provide suggestions for improving the retention rate of teaching staff to build the strong foundation of our nation.

Hypothesis development:-
The following null hypothesis has been made to undertake the research:
- H0: The working conditions are not the reason for higher retention in teaching faculty in Colleges and Universities working in Punjab and Chandigarh.
- H0: The Compensation and incentives are not the reason for the higher retention in the teaching faculty in Colleges and Universities working in Punjab and Chandigarh.

Limitations of the study:-
The present study is based upon the results of survey conducted on only 102 respondents. The results of the study are subject to the limitations of sample size, regional territory, psychological and emotional characteristics of surveyed population. Due to such limitations the study cannot be generalized.

Research methodology:-
Data Collection
This research is based upon the primary as well as secondary study. In order to arrive at the sample size, non probability method has been used. For the primary data collection the structured pre tested questionnaire is used to record the response of various respondents. Data is collected from 102 respondents for the purpose of determining issues and challenges in employee retention in colleges and universities of Punjab and Chandigarh. All

items were measured by responses on a Five-Point Likert Scale in 2ment/relevance with statements, ranging from 1= Strongly 2/ Completely relevant to 5=5/Completely irrelevant. The sources used for secondary data collection includes research papers, articles, thesis etc.

Data Analysis
The reliability of data has been tested through Cronbach Alpha, It has further been analyzed thought descriptive statstics. The analysis of primary data was carried out using Statistical Package for the Social Sciences (SPSS) 21. The statistical methods adopted consisted of descriptive statistics like frequencies, percentages, cross tabs, correlation were adopted.

Profile of respondents:-

Table 1: Age of respondent

	Frequency	Percent
18-25	1	1.0
25-40	73	71.6
40-50	21	20.6
50 above	7	6.9
Total	102	100.0

Table 2: Sex of Respondents

	Frequency	Percent
Male	35	34.3
Female	67	65.7
Total	102	100.0

Table 3: Affiliation of the Respondents

	Frequency	Percent
Govt. College	21	20.6
Private College	49	48.0
University	16	15.7
University/Constituent College	16	15.7
Total	102	100.0

Table 4: Total Experience of Respondents

	Frequency	Percent
0-5 Years	24	23.5
5-10	36	35.3
10-15	25	24.5
15-20	6	5.9
20 above	11	10.8
Total	102	100.0

Table 5: Reliability Analysis

Cronbach's Alpha	N of Items
.895	38

Results and discussions:-

1. The study includes 35 male respondents and 67 female respondents. Out of these respondents only 1% are under the age group of 18-25, 71.6% under 25-40, 20.6% under 40-50 and only 6.9% are under age group of 50 and above.

2. As clear from Table 3, 20.6% respondents belong to government colleges, 48% to private colleges, 15.7% to universities and 31.4% are employed in universities.

3. Table 4 signifies that 23.5 respondents have less than 5 years experience, 35.3% have 5 to 10 years experience, 24.5% have 10-15 years experience, 5.9% have 15-20 years experience and 10.8% have more than 20 years experience.

4. Reliability was examined on all items in this study and as test of reliability Cronbach's Alpha was adopted to represent internal consistency. Table 5 shows the positive reliability test with value .895. Hence it can be concluded that the items reliably measure the defined constructs.

5. Maximum numbers of respondents in the study are working with their employer for more than 5 years.

6. From the sample 51% respondents are working on permanent basis 17.6% on temporary basis, 17.6% on temporary basis, 9.8% on contract basis and only 3.9% are working as guest faculty.

7. Results of the study reveals that maximum number of the respondents i.e. 51% have never got promotion and only 27.5%, 6.9%, 14.7% got promotion during last year, last to last year, more than 3 years back respectively.

8. The results of data collection on the question of reasonable daily teaching hours provide that a large mass of respondents want that the daily teaching hours should be 5-8 hours.

9. The result of actual daily teaching hours of the teaching faculty is somewhat coincide with the result of reasonable daily teaching hours as the 90.2% of respondents are actually working on the time schedule of 5-8 hours.

10. 11.8% of the respondents of the study intends to leave their present employer within 1 year, 3.9% within 1-2 years, 3.9% in 2-3 years but the major chunk of respondents i.e. 80.4% of respondents does not want to leave their present employer.

11. The response of teaching faculty on the perceived working pattern which should be followed in their organizations provides that 54.9% of respondents wants fixed working pattern and 45.1% flexible working pattern. The responses on their actual working pattern reveals that 64.7%are working on fixed working pattern and only 35.3% are on flexible working pattern.

12. It was observes that only 53.9% respondents got the benefit of salary hike in last year, 9.8% during last to last year, 7.8% more than 3 years back, and 28.4% never got this benefit during their employment period.

13. Out of the total sample of responses, 64.7% of respondents are satisfied with their present salary and 14.7% are neither satisfied nor dissatisfied but 20.6% respondents are dissatisfied from the present salary. But the results seem to be positive as the large number of respondents is satisfied with their present salary structure. The reasons may be the highest number of respondents is agreeing with the fact that they are getting the benefit of salary hike, their pay is higher as compared to other institutes, and their organizations are paying salary as per the 6th pay commission.

14. On the question of satisfaction from the current job position 33.3% respondents are strongly agreeing to the fact, 42.25 are agreeing, 12.7% are neutral, are 9.8% disagreeing and only 2% are strongly disagreeing to the fact.

15. Responses on the question as on the payment of performance incentive to respondents by their respective organizations are not very cheering. 42.2% of respondents are dissatisfied with this question, 19.6% are neither satisfied nor are dissatisfied and only 38.2% satisfied with the question on receipt of performance incentive by them.

16. With reference to the question on whether the quantum of work equal with the salary, the respondents replied that 19.6% are strongly agreeing to the fact 32.4% are agreeing, 14.7% are neutral, are 24.5% disagreeing and only 8.8% are strongly disagreeing to the fact.

17. The study also reveals the result on the intention of the respondents whether they want to leave the employer or not. Salary hike is one of the factors included in the study to observe their intention. The results show that largest number of respondents is satisfied with this fact and it counts 46.1% of the study. The another factor was considered the better working environment on the same pay scale and the most respondents i.e. 44.1% replied against the factor.

18. As far as current organizational environment is concerned the largest chunk i.e. 71.6% are happy with their organizational environment, 19.6% have neutral responses and only 8.8% are unhappy.

19. 58.8% of respondents are satisfied with the fact that their job is stable, 11.8% are neutral on the fact and 29.4% are replied that they are feeling job instability.

20. With reference to the reply to the question relating to the appreciation the teaching faculty get for the work they do, the responses have been fairly good. 68.6% of the respondents have declared that they are either highly satisfied or satisfied with the appreciation they get for the work they do and as against this only 16.6% have replied that they are either highly dissatisfied or dissatisfied with the appreciation.

21. The responses we obtain on the question of policy implementation are also favorable which provide that 14.7% respondents are strongly agreeing to the fact, 45.1% are agreeing, 19.6% are neutral, are 12.7% disagreeing and only 7.8% are strongly disagreeing to the fact that the policies in their organizations are implemented as they are designed.

22. The study also reveals encouraging outcome on the questions that they have independence to do many things on the job and their supervisor/senior takes care of complaints brought up by you/your colleagues with the more than 70% satisfactory replies of the respondents.

23. As response to the question 'Your supervisor/senior takes care of complaints brought up by you/your colleagues.' 70.6% of the respondents are highly satisfied or only satisfied, 15.7% are neutral and 13.7% are either disagreeing or strongly disagree.

24. 77.5% respondents have the favorable response on the question that they have the freedom to use your own judgment in carrying out your assignments.

25. As far as the relationship of the respondents with their seniors/ supervisors, the respondents provide positive replies as 79.4% are agreeing that they have good relationship with their seniors /supervisors.

26. Similarly the rating given by teaching faculty to the policy of their organization regarding deputing them to seminars and conferences at organizations' cost is on the positive side. 60.8% of the respondents have rated the policy as highly satisfactory or satisfactory and 0nly 20.6% are highly dissatisfied or dissatisfied on this score. About 18.6% are noncommittal of their ratings because they are neither dissatisfied nor satisfied with reference to the policy relating to deputing faculty to seminars and conferences at the institutes' cost.

27. The organizations are following a good promotion policy as it is evident from the responses from the respondents. 46.1% of respondents answer positively on their organizational promotional policy, 24.5% respondents have neutral response, and 29.4% respondents reacted negatively.

28. Career growth is one of the most significant factors for one to continue in any kind of profession. 52.9% of the respondents have expressed that they are highly optimist or optimist when they see their career growth prospects as a teaching faculty. A small 24.5% number are pessimist or highly pessimist about their career growth as a teaching faculty.

29. The replies regarding the working pattern followed by the organizations, assignment of teaching hours per week, gathered from the respondents are encouraging as maximum number of respondents i.e. 63.7% and 79.4% respectively reported that they are feeling glad with the working pattern followed by the organizations and assignment of teaching hours per week assigned to them by the employer.

30. 70.6% of the respondents are either strongly agree or agree to the policy of their organization relating to leave and vacations to teaching faculty. Only 15.7% of the respondents are either strongly disagree or disagree and 13.7% are neutral to this statement.

31. It have been observed that 54.9% of the respondents are highly satisfied or satisfied with the policy of their organizations regarding allowing the teaching faculty to take up consultancy assignments and as against this only 21.5% rate the policy, pertaining to allowing the teaching faculty to take up consultancy assignment, of their organizations as highly dissatisfactory or dissatisfactory and around 23.5% of the respondents are quite indecisive that is they are neither satisfied or dissatisfied on this factor.

32. 86.3% of the respondents in the study are replied that they are feeling to do something more important on their teaching job and 76.5% of the respondents have also the feeling of achievement on their job.

33. Each organization has also to play some moral and ethical duties along with their professional duties. The respondents of the study answered that 26.5% respondents are strongly agreeing, 41.2% are agreeing, 21.6% are neutral, are 6.9% disagreeing and only 3.9% are strongly disagreeing that their concerned organizations are doing well on the moral, ethical part of the society.

34. On the question asked about equality with the staff, 58.8% respondents replied positively, 14.7% have neutral replies and 26.5% are replied negatively.

35. 41.2% of total respondents reacted that there is no internal politics in their organization but 21.6% of respondents are neither agree nor disagree to this fact. But 37.2% of the respondents reacted that they are feeling internal politics in their organizations.

Findings of the study:-

Talented employees are success mantra of each and every organization. As this study is related to the employee or staff retention in the colleges and universities, it is also evident from the previous researches that the growth and development of educational organizations is largely depends on the qualified, skilled and experienced staff. The current study conducted by us in the colleges and universities of Punjab and Chandigarh reveals the following results:

1. The teaching faculty is facing the problem of self development and growth as most of the respondents have not got promotion any more. It signifies that most of the organizations have poor promotion policy for the teaching staff.

2. The financial status of the teaching faculty covered under study is good as maximum respondents are satisfied from their present salary structure.

3. Most of the respondents of the study intends to leave their present employer if other organization will over them high salary than they are getting presently. So it signifies that most of the respondents are not honest to their employers. There is a negative correlation among the satisfaction from present salary and intention to leave the job for a salary hike.

4. The performance incentive schemes are not well designed and are not implemented as per the faculty demands. So it causes a high rate of dissatisfaction among the teaching faculty of the educational organizations.

5. The expected teaching hours per day and the actual teaching hours per day of the teaching faculty in colleges and universities of Punjab and Chanigarh are highly positively correlated.

6. The teaching faculty wants that fixed working pattern should be followed in their respective organizations. The result of correlation among expected working pattern and actual working pattern also shows positive correlation.

7. There is sense of job satisfaction among teaching faculty of colleges and universities of Punjab and Chandigarh. Job stability is one of a main reason behind this. Job satisfaction among teachers also signifies the better performance and high level of motivation.

8. The maximum numbers of respondents who become part of the study do not want to leave their present employer as they are satisfied from the salary they are getting, they are adjusted in the working environment of the organization, they are satisfied from their job position, they are satisfied from the working pattern followed by their organizations etc.

9. There is positive correlation among the age of the teaching faculty and their experience in the respective colleges and universities. It further proves job satisfaction among the staff.

10. There is sense of satisfaction among the teaching faculty regarding the quantum of work allotted to them by their organizations is equal to the salary they are earning.

11. The organizations are appreciating teaching faculty for the fine work done by them. It also adds up in the job satisfaction of the employees.

12. The employees are feeling free to use their own judgment in the successful completion of their work and at any point where the staff faces problem then the organization, their superiors and colleagues give them helping hand to resolve the issue in short span of time. The staff has the autonomy to do as many fruitful things as they can while on their job.

13. The relationship of the respondents with their seniors and other staff is also affirmative.

14. The organizations are offering carrer growth opportunities to their respective teaching staff members by allowing them to take consultancy assignments and deputing them to seminars and conferences at organizations' cost.

15. A large portion of respondents are feeling equality with staff in their organizations but there are also such respondents who are feeling a partial behavior in their organizations from the high officials, seniors or other staff members. It is a discouraging factor which needs to be overcome by the respective organizations and their concerned authorities.

16. No clear results are emerged on the question of presence of internal politics in the colleges and universities as maximum respondents are opposing the statement but nearly an equal number of respondents are also supporting this fact.

17. The result on leave and vacations provided to the teaching faculty by their organizations is also positive in nature.

18. The respondents of the study feel a sense of accomplishment while doing their job.

19. The affiliations of the respondents are also doing well on the moral and ethical part along with the professional duties.

20. The planning of the organizations coincides with the implementation as the maximum number of respondents answered that their organizational policies are implemented as they are designed.

Annexures to Substaintiate Data Analysis:-

Table 6: How long have you been employed with your current employer? *
Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
How long have you been employed with your current employer?	Less than 1 year	3	0	0	9	12
	1 to 2 years	3	0	1	6	10
	2 to 5 years	2	3	2	26	33
	More than 5 Years	4	1	1	41	47
Total		12	4	4	82	102

Table 7: When was your last promotion? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
When was your last promotion?	Lact Year	2	0	0	26	28
	Last to Last Year	2	0	0	5	7
	More than 3 Years	0	1	2	12	15
	Not Applicable	8	3	2	39	52
Total		12	4	4	82	102

Table 8: When was the last salary hike given to you? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
When was the last salary hike given to you?	Last year	4	1	2	48	55
	Last to last year	2	0	0	8	10
	More than 3 yrs	0	3	1	4	8
	Not at all.	6	0	1	22	29
Total		12	4	4	82	102

Table 9: Are you satisfied with your present salary? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Are you satisfied with your present salary?	1	2	0	0	25	27
	2	3	1	3	32	39
	3	4	0	1	10	15
	4	2	2	0	10	14
	5	1	1	0	5	7
Total		12	4	4	82	102

Table 10: Are you satisfied with your last salary hike? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Are you satisfied with your last salary hike?	1	1	0	0	23	24
	2	6	0	2	29	37
	3	3	1	1	16	21
	4	0	2	1	11	14
	5	2	1	0	3	6
Total		12	4	4	82	102

Table 11: Are you satisfied with the current job position? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Are you satisfied with the current job position?	1	3	0	0	31	34
	2	8	2	2	31	43
	3	0	0	0	13	13
	4	1	2	1	6	10
	5	0	0	1	1	2
Total		12	4	4	82	102

Table 12: You want to change your present job for a better working environment on the same pay scale. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You want to change your present job for a better working environment on the same pay scale.	1	3	0	1	10	14
	2	6	4	2	14	26
	3	1	0	0	16	17
	4	1	0	1	18	20
	5	1	0	0	24	25
Total		12	4	4	82	102

Table 13: You want to change your present job for a salary hike. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You want to change your present job for a salary hike.	1	4	1	0	17	22
	2	3	3	3	16	25
	3	4	0	1	12	17
	4	1	0	0	16	17
	5	0	0	0	21	21
Total		12	4	4	82	102

Table 14: Are you happy with current organizational environment? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Are you happy with current organizational environment?	1	1	0	0	16	17
	2	5	2	3	46	56
	3	4	1	0	15	20
	4	2	1	1	4	8
	5	0	0	0	1	1
Total		12	4	4	82	102

Table 15: Your current organization gives you performance incentive. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Your current organization gives you performance incentive.	1	0	0	0	12	12
	2	4	1	1	21	27
	3	4	1	1	14	20
	4	2	2	1	28	33
	5	2	0	1	7	10
Total		12	4	4	82	102

Table 16: Your pay is high as compared with others in similar position in other institutions. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Your pay is high as compared with others in similar position in other institutions.	1	4	0	0	20	24
	2	2	0	3	23	28
	3	4	1	0	12	17
	4	1	2	1	21	25
	5	1	1	0	6	8
Total		12	4	4	82	102

Table 17: Your organization has implemented 6th Pay commission recommendations. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
Your organization has implemented 6th Pay commission recommendations.	1	3	1	1	33	38
	2	2	0	3	22	27
	3	3	3	0	9	15
	4	0	0	0	15	15
	5	4	0	0	3	7
Total		12	4	4	82	102

Table 18: Do you feel that the quantum of work is equal with your salary? * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
Do you feel that the quantum of work is equal with your salary?	1	1	0	0	19	20
	2	5	2	3	23	33
	3	3	1	1	10	15
	4	2	0	0	23	25
	5	1	1	0	7	9
Total		12	4	4	82	102

Table 19: Your job is stable. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
Your job is stable.	1	0	0	0	26	26
	2	4	3	2	25	34
	3	3	1	1	7	12
	4	2	0	1	9	12
	5	3	0	0	15	18
Total		12	4	4	82	102

Table 20: You are getting the recognition for the work you do. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
You are getting the recognition for the work you do.	1	1	0	0	19	20
	2	6	1	3	40	50
	3	2	2	1	10	15
	4	2	1	0	5	8
	5	1	0	0	8	9
Total		12	4	4	82	102

Table 21: The policies framed by your organization are actually implemented. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
	1	1	0	0	14	15
	2	5	0	3	38	46
The policies framed by your organization are actually implemented.	3	4	2	1	13	20
	4	1	2	0	10	13
	5	1	0	0	7	8
Total		12	4	4	82	102

Table 22: You have independence to do many different things on the job. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
	1	1	0	1	19	21
	2	5	2	2	43	52
You have independence to do many different things on the job.	3	2	2	0	10	14
	4	4	0	1	8	13
	5	0	0	0	2	2
Total		12	4	4	82	102

Table 23: Your supervisor/senior takes care of complaints brought up by you/your colleagues. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
	1	1	0	0	18	19
Your supervisor/senior takes care of	2	9	2	3	39	53
complaints brought up by you/your	3	1	2	0	13	16
colleagues.	4	1	0	1	9	11
	5	0	0	0	3	3
Total		12	4	4	82	102

Table 24: You have the freedom to use your own judgment in carrying out your assignments. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
	1	4	0	0	23	27
	2	5	3	3	41	52
You have the freedom to use your own judgment in carrying out your assignments.	3	2	1	0	10	13
	4	1	0	1	6	8
	5	0	0	0	2	2
Total		12	4	4	82	102

Table 25: You have good personal relationship between your supervisor/senior and his/her colleagues. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
You have good personal relationship between your supervisor/senior and his/her colleagues.	1	4	0	0	29	33
	2	4	4	2	38	48
	3	3	0	1	10	14
	4	1	0	1	4	6
	5	0	0	0	1	1
Total		12	4	4	82	102

Table 26: The policy of your organization regarding deputing faculty to seminars and conferences at organization's cost is good. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
The policy of your organization regarding deputing faculty to seminars and conferences at organization's cost is good.	1	2	0	0	21	23
	2	4	2	4	29	39
	3	2	1	0	16	19
	4	3	1	0	7	11
	5	1	0	0	9	10
Total		12	4	4	82	102

Table 27: The promotion policy of your organization is good. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
The promotion policy of your organization is good.	1	1	0	0	18	19
	2	3	0	2	23	28
	3	6	2	2	15	25
	4	1	2	0	18	21
	5	1	0	0	8	9
Total		12	4	4	82	102

Table 28: You have the career growth chances as a teaching faculty in your organization. * Do you intend to leave your present employer?

| | | Do you intend to leave your present employer? | | | | Total |
		Within one year	With 1-2 years	In 2-3 years	No	
You have the career growth chances as a teaching faculty in your organization.	1	2	0	0	23	25
	2	5	2	2	20	29
	3	4	1	1	17	23
	4	0	0	1	18	19
	5	1	1	0	4	6
Total		12	4	4	82	102

Table 29: You are satisfied with the working pattern being followed by your organization. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You are satisfied with the working pattern being followed by your organization.	1	1	0	0	20	21
	2	5	2	3	34	44
	3	4	0	0	10	14
	4	1	1	1	16	19
	5	1	1	0	2	4
Total		12	4	4	82	102

Table 30: You are satisfied with the teaching hours per week assigned to you in your organization. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You are satisfied with the teaching hours per week assigned to you in your organization.	1	1	0	0	25	26
	2	7	4	3	41	55
	3	3	0	0	9	12
	4	1	0	1	6	8
	5	0	0	0	1	1
Total		12	4	4	82	102

Table 31: You are satisfied with the policy of your organization relating to leave and vacations to teaching faculty. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You are satisfied with the policy of your organization relating to leave and vacations to teaching faculty.	1	0	0	0	18	18
	2	8	3	2	41	54
	3	3	0	0	11	14
	4	0	1	2	9	12
	5	1	0	0	3	4
Total		12	4	4	82	102

Table 32: You are satisfied with the policy of your organization regarding allowing you to take up consultancy assignments. * Do you inte nd to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
You are satisfied with the policy of your organization regarding allowing you to take up consultancy assignments.	1	0	0	0	17	17
	2	8	1	4	26	39
	3	2	2	0	20	24
	4	2	1	0	16	19
	5	0	0	0	3	3
Total		12	4	4	82	102

Table 33: Do you feel you are being able to do something important? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Do you feel you are being able to do something important?	1	2	1	0	31	34
	2	6	3	4	41	54
	3	1	0	0	7	8
	4	3	0	0	2	5
	5	0	0	0	1	1
Total		12	4	4	82	102

Table 34: Do you get a feeling of achievement from the job? * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Do you get a feeling of achievement from the job?	1	1	1	0	27	29
	2	8	2	2	37	49
	3	3	1	1	14	19
	4	0	0	1	3	4
	5	0	0	0	1	1
Total		12	4	4	82	102

Table 35: Your organization is doing well on the moral, ethical values. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
Your organization is doing well on the moral, ethical values.	1	1	1	0	25	27
	2	6	2	4	30	42
	3	2	1	0	19	22
	4	3	0	0	4	7
	5	0	0	0	4	4
Total		12	4	4	82	102

Table 36: There is equality with staff in your organization. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
There is equality with staff in your organization.	1	1	0	0	8	9
	2	8	2	3	38	51
	3	1	1	1	12	15
	4	2	1	0	13	16
	5	0	0	0	11	11
Total		12	4	4	82	102

Table 37: There is no internal politics and work practices in your organization. * Do you intend to leave your present employer?

		Do you intend to leave your present employer?				Total
		Within one year	With 1-2 years	In 2-3 years	No	
There is no internal politics and work practices in your organization.	1	0	0	0	5	5
	2	6	2	3	26	37
	3	3	1	0	18	22
	4	2	1	1	25	29
	5	1	0	0	8	9
Total		12	4	4	82	102

Concluding remarks:-

Employee retention is a serious issue for the educational organizations these days. As previous researches proved that an organization will expand and can get success only if there is experienced and skilled workforce. To have a skilled workforce does not only serve the purpose but also to maintain or retain them in the same organization is a big challenge. As evident from this research that the teaching faculty working in colleges and universities of Punjab and Chandigarh are somewhat satisfied from their job, the working environment of their organizations, the pay scale they are getting. But we can't implement this to all the respondents covered under the study because a few faculty members are feeling unrest and they are dissatisfied from their present employer. We also find it in the research that teaching faculty wants that institutions should emphasize more on the professional development of staff members. The present faculty members also feel shortage of efficient and trained faculty in their institutions. Some faculty members are happy from the working environment but are unhappy from the salary point of view. In our research we also find such faculty members who are more competent than their colleagues but still are getting less salary than those. Performance incentives are not superior which causes dissatisfaction among faculty members. This result goes against our one of the null hypothesis stated that the compensation and incentives are not the reason for the higher retention in the teaching faculty in Colleges and Universities working in Punjab and Chandigarh. There is another complaint of faculty members regarding the duties allotted to them by their employers includes duties which are not related to their work. This research paper has also find positive outcomes as organizations are doing efforts for the professional development of their faculty by deputing them to seminars and conferences at institutional cost. Our other null hypothesis is accepted as the study concludes that the working environment is not the reason for higher retention in teaching faculty in Colleges and Universities working in Punjab and Chandigarh. The teaching hours are not exhaustive for faculty members and the staff is working under fixed working hours. Most of the colleges and universities are paying salary as per 6th pay commission to the teaching staff. The faculty is also feeling job stability and security and these factors are acting as a motivational force for them. The relationship of teaching staff is cordial with seniors and other staff members and there is a good grievance redressal system followed by the organizations. Staff is also feeling independent while performing their professional duties and they are feeling a sense of achievement from their job.

References:-

Aguenza, B. B., Som, A. P. (2012). Motivational Factors of Employee Retention and Engagement in Organizations, *International Journal of Advances in Management and Economics*, *1(6)*, 1-88.

Bhatt, M. B., Kavidayal, B. D. (2014). Comparison Of Faculty Retention: A Study Of Private And Government Professional Institutes Or Universities Of Uttarakhand, *Journal of Research in Commerce & Management, 3(4),* 1-14.

Kwenin, D. O., Muathe, S., Nzulwa, R. (2013). The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited, *European Journal of Business and Management, 5(12)*, 13-17.

Das, B. L., Baruah, M. (2013). Employee Retention: A Review of Literature, *IOSR Journal of Business and Management, 14(2),* 8-16.

Farrell, P. L. (2009). Investing in Staff for Student Retention, *Almanac of Higher Education 85(1),* 85-90.

Goswami, B. K., Jha, S. (2012). Attrition Issues and Retention Challenges of Employees, *International Journal of Scientific & Engineering Research, 3(4)*, 1-7.

Hassan, M., Hassan, S., Khan, K. U. D., Naseem, M. A. (2011). Employee Retention as a Challenge in Leather Industry, *Global Journal of Human Social Science, 11(2*), 8-13.

Hutchings, K., Cieri, H. D. Shea, T. 2011. Employee Attraction and Retention in the Australian Resources Sector, *Journal of Industrial Relations,53(1),* 83-101.

Ingwu, E. U. (2013). Pay Differentials and Employee Retention in the State Colleges of Education in the South-South Zone Nigeria, *International Journal of Social, Education, Economics and Management Engineering, 7(12),* 1715-1719.

Kreisman, B. J. (2002). Insights into Employee Motivation, Commitment and Retention, Business Training Experts, 7.

Manhertz, H. (2008). *Worldwide Trends in Employee Retention: How to Keep Your Best Employees in any Market,* Retrieved from https://www.mhiglobal.com/achieveglobal

Mehta, M., Kurbetti, A. (2014).   Review Paper – Study on Employee Retention and Commitment, *International Journal of Advance Research in Computer Science and Management Studies, 2(2),* 154-162.

Rao, A. (2012). Employee Retention-A Real Time Challenges in Global Work Environment, *Journal of Reasearch in Commerce & Management*, *1(11)*, 125-126.

Sinha, C., Sinha, R. (2012). Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering Industry, *European Journal of Business and Management, 4(3),* 145-155.

Sinha, D., Shukla, S. K. (2013). A Study of Employee Retention in the Pharmaceuticals Sector in Dehradun City, *International Journal of Education and Psychological Research, 2(1),* 30-39.

Selesho, J. M., Naile, I. (2014). Academic Staff Retention as a Human Resource Factor: University Perspective, *International Business & Economics Research Journal, 13(2)*, 295-302.