

Employee Retention Strategies For Sustainable Development In Dynamic Environment Of Higher Educational Institutions In Bangalore

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Abstract: Employee retention is emerging to be an important factor for long-term stability and a competitive edge in an increasingly challenging and dynamic workplace. Retention of faculty members has become an essential strategic objective for attaining sustained development in higher educational institutions. High personnel turnover has a detrimental impact on sustainability, intellectual consistency and organizational efficiency. Employee retention has become a strategic focus for higher educational institutions grappling with increased workforce turnover and greater competition. The study investigates the key factors influencing employee retention in higher educational institutions. The research selected 350 respondents as a sample size using stratified random sampling method. The data has been collected through the structured questionnaire and analyzed through statistical techniques such as cronbach's alpha coefficient, factor analysis and multiple regression analysis. The finding of the study reveals that there is a significant relationship between the factors influencing employee retention, such as compensation and benefits, professional growth and development, working condition and job stability. In the meanwhile, management leadership and support factor is not significant with sustainable development of higher educational institutions. Hence, the results of the study suggest that in order to improve employee retention the higher educational institutions have to give a top priority to improve the employee benefits and encouraging professional growth opportunities. Therefore, the higher educational institutions have to develop a dedicated and committed workforce through addressing these important areas which will eventually help them to succeed in the long run.

Keywords: higher educational institutions, employee retention, sustainable development, work force turnover, strategies, working condition.

Introduction

Higher educational institutions rely significantly on skilled, experienced and dedicated faculty members to attain excellence in teaching, research and governance at all levels. Employee retention has become a crucial strategic concern for higher educational institutions due to competition, innovation, rapid growth in technology and evolving faculty expectation.

It is becoming more widely acknowledged that one of the most important factors influencing the resilience of a higher educational institution expertise consistency and long-term performance is the capacity to retain knowledgeable and dedicated staff. Higher education institutions frequently have high employee turnover due to various kinds of issues, including a demanding workload, limited opportunities for professional advancement, low pay, a lack of support for research, job instability, and incompetent leadership. It is particularly crucial to retain experienced teachers because faculty stability improves teaching methods, enhances research output, facilitates student mentorship and maintains institutional expertise. In a competitive and dynamic learning environment effective staff retention strategies assist higher education institutions lower turnover costs, preserve academic stability, improve staff satisfaction and fulfil long-term strategic goals. High staff turnover is a major obstacle to higher education institutions ability to grow sustainably. Therefore, this study aims to

examine factors influencing employee retention strategies in order to improve suitability, academic consistency and prospective institutional growth.

Statement of the Problem

Higher educational institutions have a significant difficulty in retaining faculties due to high turnover rates result in higher operating expenses, degradation of institutional knowledge and decreased institutional performance. Despite the fact that human capital is essential to attain sustainable development many higher educational institutions struggle to retain talented faculties. High turnover rates degrade organizational culture, increase recruitment costs, and reduce institutional expertise all of which compromise long-term sustainability goals in addition to interfering with operational continuity. This discrepancy presents the challenge of how educational institutions may create and carry out efficient staff retention plans that support sustainable development goals, guaranteeing both faculty stability and overall administrative resilience in rapidly changing global perspectives. The study will identify the best practices for retaining staff members that promote long-term growth in higher educational institutions. It will present practical suggestions to improve faculty sustainability in the academic setting and offer insightful information about how these tactics affect staff dedication, institutional sustainability and the general progress of educational goals.

Objectives of the Study

- To determine factors that influence employee retention strategies in higher educational institutions.
- To examine the relationship between employee retention strategies and the sustainable development outcome of higher educational institutions.
- To analyse the extent to which variations in working conditions alter the effectiveness of retention strategies in fostering employee commitment.
- To give suitable suggestions based on the findings of the study.

Literature Review

Megren Altassan & Imranur Rahman (2023), in their article entitled, “Impact of organizational culture on employee retention in higher education institutions”. The main aim of the study was to identify how organizational culture and socioeconomic factors affect employee retention in higher education. The study selected 264 faculties from different higher educational institutions as a sample using convenience random sampling method to find out the impact of organizational culture on employee retention. The research has been conducted through structured questionnaire. The study used statistical tools such as regression analysis and skewness charts and p-p plot chart to identify how organization culture impact employee retention in higher educational institutions. The result of the study indicates that achievement is the most common culture in higher educational institutions. Hence, the study suggested that higher education institutions to retain their talented employees, administrators and legislators will improve the degree of achievement culture as well as support culture by creating policies and conditions that encourage employee retention and reduce the degree of adverse culture that faculty may perceive.

Sami Alajlani & Lawal O.Yesfu (2022), has conducted a study on “The impact of human resource on employee retention: A study of three private educational institutions in the united Arab Emirates”. The primary aim of the study was to determine the connection between different HR procedures and an organization's ability to retain employees. The impact of HR procedures on workers from different demographic backgrounds, including citizens and foreign nationals are additionally investigated in this article. This study is descriptive in nature where regression analysis is used to find out an accurate result with 270 faculties as a sample around three higher educational institutions in United Arab Emirates. The findings of the study imply that different populations within the same section are affected differently by HR practices. Therefore, in order to achieve consistent outcomes in terms of employee retention, commitment, and loyalty, HR management ought to consider a unification of HR processes. Hence, the study suggested that the gap between employee retention might be reduced by enhancing employee empowerment, pay & perks and with increasing enforcement training.

Chew Yen Chong & Su Teng Lee (2017), carried out a study entitled “Employee retention and Job performance attributes in private institutions of higher education in Malaysia”. The main objectives of the study is to determine the correlation between the elements influencing employee retention and job performance and how they relate with career growth, work life balance and employee engagement. They selected 200 respondents as sample from private higher educational institutions and the data were collected through structured questionnaire. The sample of the study includes both academic and non-academic employees. The data has been gathered through structured questionnaire and analysed using statistics tools such as cronbach’s alpha coefficient to test the reliability of data and Pearson product-moment correlation coefficient is used to identify the association between employee retention and job performance with career growth, work life balance and employee engagement. Therefore the findings of the study reveal that career growth, work life balance and employee engagement has a significant relationship between employee retention and job performance.

Anamika Shukla & Hemaraj Kawadkar (2021), in their research entitled “A study on Employee retention strategy and factors affecting employee retention in educational institute”. The purpose of the study is to analyse the main components affecting employee retention in education sector and to draw attention to the several retention tactics employed by the education sector. The data has been collected from 169 samples and analysed through statistical tools such as percentage analysis and chi-square test. The result of the study reveals that by taking in account both internal and external influencing factors like promotion, salary and job security discrepancies have been found as significant contributors to employee retention in educational institution. The study concluded that the working environment and staff retention strategy at the educational institution are generally satisfactory however job security and advancement might need some improvement.

Methodology

The study used a descriptive research design to examine the factors that impact employee retention strategies in higher educational institutions. The descriptive nature of research approach enables a systematic investigation of existing retention strategies and their impact on faculty commitment and retention goals. The data has been collected from faculty members and administrative staff working in higher educational institutions. The research is conducted with 350 respondents to determine and ensure statistical accuracy. The study used stratified random sampling technique to select the samples in higher educational institutions. The primary data has been collected through structured questionnaire and analysed through statistical tools such as cronbach’s alpha coefficient, factor analysis and multiple regression to examine the factors influencing employee retention strategies and their relationship with sustainable development.

Findings of the Study

Table 1 Cronbach’s Alpha-Reliability Test

Cronbach’s Alpha	No of Items
0.785	20

The present study used Cronbach’s alpha test which indicates the reliability of the factors influencing employee retention strategies is more than 0.700 which shows reliability coefficient reflects a satisfactory level of consistency. The value of Cronbach’s alpha is 0.785 for a set of 20 items in a scale indicate a satisfactory level of internal consistency reliability which indicate that statistically reliable and appropriate for further analysis.

Table 2 Scale Statistics

Mean	Variance	Std. Deviation	No of items
56.46	156.342	12.097	20

The mean score 56.46 indicates the total average responses of the respondents towards the measured construct which reflects the general level of perception. The degree of deviation within the data is reflected in the variance 156.342 which shows how much each response deviates from the mean. The degree to which the responses are grouped around the average value is more clearly indicated by the standard deviation 12.097 which is the square root of variation. These scale statistics confirm the appropriateness of the data for additional statistical analysis by showing the distribution structure and consistency of responses over the 20 items.

Table 3 KMO and Bartlett's Test for Factors Influencing Employee retention strategies in the Work Environment of Higher Educational Institutions

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	4125.114
	Sig.	.000

Source: Primary Data

The sample size is acceptable and the data are appropriate for factor analysis as shown by the Kaiser-Meyer-Olkin (KMO) indicator of sampling adequacy of 0.889 which is the permissible range and is regarded as acceptable. In addition to it the null hypothesis that the correlation matrix is an identity matrix was rejected while evaluating under the hypothesis Bartlett's test of sphericity shows statistically significant ($p=.000$).

Table 4 Total Variance Explained for Factors Influencing employee retention strategies in the Work Environment of higher educational institutions

Total Variance Explained									
Factors	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Percentage of variance	Cumulative Percentage	Total	Percentage of Variance	Cumulative percentage	Total	percentage of variance	Cumulative Percentage
Compensation and benefits	5.027	24.183	25.173	5.027	24.183	25.173	4.872	24.035	23.037
Professional growth and development	4.337	22.984	48.157	4.337	22.984	48.157	4.604	23.034	47.057
Working condition	1.486	8.928	56.095	1.486	8.928	56.095	1.554	7.762	53.051
Job stability	1.341	6.204	62.257	1.341	6.204	62.257	1.233	6.178	64.015
Management support and leadership	1.146	5.768	57.670	1.146	5.768	57.670	1.215	6.062	68.076

The Eigen values of five factors are shown before, during, and after extraction and rotation. Eight of the 20 factors were selected for analysis after those with initial Eigen values larger than one were given additional consideration for extraction and rotation. The columns entitled Extraction and Rotation display the Eigen Values associated with these five variables. Each factor's Eigen value indicates the amount of variance that the factors account for and also the percentage of variance

explained. The first factor, “compensation and benefits” shows a greater percentage of variance, 24.183 while compared to other factors. It is identified that financial rewards and overall benefits of employees has significant importance which can greatly impact on retention and job satisfaction. It is found that the percentage of total variance is 22.984 for second variable “professional growth and development”. This suggests that this variable has a major impact on outcome prediction and shows a considerable contribution to the overall model. Organizations can create development programs that are more successful by having a better understanding of the elements that affect professional advancement. The third variable “working condition” indicates 8.928 as a percentage of variance. This implies that the overall results being measured are significantly influenced by working environment. Enhancing these circumstances may result in even higher increases in employee happiness and performance. It is identified that the percentage of variance for the fourth variable, “Job stability,” is 6.204. This indicates that employment stability makes a small contribution to the model as a whole. Organizations can concentrate on enhancing elements that improve satisfaction among employees and retention by being aware of this variance. Hence, it is found that the last variable, “Management support and leadership,” has a total variance of 5.768. This implies that outcomes are influenced by great leadership and efficient management. The success of the team and the organization as a whole can be greatly improved by creating a supportive environment.

Table 5 Impact of Employee retention strategies and sustainable development

Sl. No	Independent Variables	Standardised Coefficients	t-value	Sig.p value	Collinearity Statistics	
		Beta			Tolerance	VIF
1	(Constant)		85.819	.000*		
2	Compensation and benefits	.651	26.323	.000*	1.000	1.000
3	Professional growth and development	.321	10.903	.000*	1.000	1.000
4	Working condition	.067	2.354	.017*	1.000	1.000
5	Job stability	.234	8.147	.000*	1.000	1.000
6	Management support and leadership	.025	.903	.367**	1.000	1.000
R Square = .874 , Adjusted R Square = .719						
F Value =178.257 , Sig = .000						

Source: Primary Data

The statistical findings of the overall regression model indicated that the respondents' retention strategies are influenced by various factors ($F=178.257$, $P<0.05$, and $R^2=0.874$). The study indicates that “compensation and benefits” was the strongest predictor which impact the employee retention ($\beta=0.651$, $t = 26.323$ and $p< =0.05$). The additional factors that affect employee retention includes professional growth and development ($\beta=0.321$, $t = 10.903$ and $p< =0.05$), Job stability ($\beta= 0.234$, $t = 8.147$ and $p< =0.05$), working condition ($\beta=0.067$, $t = 2.354$ and $p< =0.05$). However, the management support and leadership factor shows the value of ($\beta=0.025$, $t =.903$ and $p< =0.05$) which indicates that there is no significant relationship between the employee retention strategies and sustainable development in higher educational institutions.

Suggestions

- Higher educational institutions have to develop systematized career growth to enhance the faculty commitment.
- Leadership support must be strengthened in higher educational institutions by implementing transformational and participatory management techniques.

- Constant research assistance and on-going professional development must be strengthened in higher educational established in order to enhance retention rates.
- The implementation of work-life balance policies at higher education institutions is necessary to reduce burnout and occupational stress.
- Higher educational institutions have to implement performance-based appraisal system to motivate employees and build confidence.
- Employee satisfaction and institution trust have to build by higher educational institutions through inclusive workplace cultures, supportive leadership, and participatory decision-making procedures.

Conclusion

Employee retention strategies are becoming progressively more important for promoting sustainable development in dynamic rapidly changing educational institutions. The findings of the study reveal that there is significant relationship between the factors influencing employee retention strategies and sustainable development. The factors of employee retention strategies such as compensation and benefits, professional development and growth, working condition and job stability have a significant relationship with sustainable development of higher educational institutions. Hence, management and leadership are not significantly related with sustainable development this indicates one of the factor which influences in achieving organizational goals. However, encouraging teamwork and giving team members more authority may stimulate creativity and achievement. The integrated and strategic approach which is consistent with long-term institution goals is necessary to achieve sustainable retention. The result of the study also indicated that higher educational institutions that implement employee-focused policies reduce voluntary turnover intentions by promoting higher level of dedication, job satisfaction and loyalty to the institution. Higher educational institutions have to view employee retention as a strategic investment rather than operational expense. Hence, educational institutions have to actively create supportive, motivating and growth-oriented workplace have a stronger opportunity to maintain a competitive edge and guarantee long term success. The present study suggests that leadership development programs must be reinforced to enhance transformational leadership practices that improve employee engagement towards work, trust and organizational commitment. It is suggested to future researcher to examine the long-term effects of retention strategies in various types of organization set up as well as contextual factors.

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