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Faculty Turnover Intention in Educational Institutions

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ABSTRACT

Educational institutions are not an exception to be victimized by Turnover. Extensive literature argues that turnover prevails irrespective of any sector. However this paper concentrates on the education sector, restricted to Chennai, India. It is not a pure research study but gives clear insight about the faculty member's perception and the reason for their turnover intention in the education institutions. This study is based on an interview method conducted on a single day during the waiting period at an interview hall. With the data collected in that available time the researcher has made simple percentage analysis on the faculty opinion about joining or leaving an Educational Institution. The findings and significance of the study are discussed in detail in this study.

Keywords : educational institutions, turnover intention, faculty turnover

INTRODUCTION

According to Price (1977), turnover is the movement of members across the boundary of an organization. Turnover Intention means job movement both within organization and across organization boundaries, as well as variety of cognitive activities that precede leaving. This behaviour includes intention of searching for a different job and thinking about quitting. It is a destructive action leading to decline in organizations.

Turnover intent is not an exception among teachers in education institutions like schools, colleges etc. Education sector is an evergreen and an ongoing sector at all times irrespective of the country's economic status. The education sector comprises of Government schools, private schools, Government colleges, self financing colleges, Arts and science colleges and much more. Irrespective of the type of colleges or the discipline of colleges turnover is profound among its employees. It is due to the psychology of human mind that decides to stay or leave an organization. The work life differs in schools and colleges. It differs in Government colleges and private colleges. But nowhere is it without movement of employees.

The researcher has made an effort to study the causes for turnover intent of faculty members of the self-financing engineering colleges in Chennai. The researcher was inspired to attempt for this study because of mushrooming of engineering colleges in recent years and therefore teaching opportunities are additional compared to previous years. This has given way for many people to opt for teaching as a career opportunity. Moreover due to early timings and Saturday holidays this profession is preferred comparatively. In addition 6th pay scale has been introduced by various colleges which give a handsome salary even to the beginners of their careers. This has motivated many young fresh professionals to opt for this honourable profession.

Teaching is the most honourable profession and its significance is known. The future citizens of the nation are prepared by the present teachers. Hence their satisfaction in an Institution is necessary in order to educate the students well. The teachers not only teach subjects but also culture, ethics, manners, dignity, teamwork, communication and much more. The contribution of these teachers to the society is much more than any other professional to the nation. Hence this study

has been done. It has been restricted to the participants of the interview held at an engineering college in Chennai. The participants were from different states and different disciplines in India.

RESEARCH SCENARIO

"On a Saturday morning in the month of March 2011, an interview was conducted for faculty members at a prestigious self financing college in Chennai. The interview was conducted for all disciplines of engineering, MBA, MCA, ME etc. The interview was for all levels starting from lecturer to professor. The interview process commenced at 9.30 am as scheduled and went on till 4pm on the same day. So it was a long day for those who awaited their opportunity that came only at 3.30pm. Till then the researcher having been a participant for the interview had to kill the time and therefore did a small survey among the participants of the day for that interview.

It was found that 80 people were called for various disciplines from all over India. Of that 80 the researcher could talk to 65 faculty members successfully. It was a census method adopted by the researcher who conversed with every person one-to-one to find out the reason of applying for the new job at that particular college. The researcher took almost 4 hours to talk to all of them individually and found out that there were several reasons stimulating a person to leave an organization and join another. Moreover the researcher collected information on a very free conversation method without any structured questionnaire or did not give indications to the respondents about the survey. Therefore was able to gather information with much involvement and interest from the respondents.

GENDER PARTICIPATION

The survey found that 56% of the respondents were Female faculty members and 44% of the respondents were Male faculty members from various institutions from all over the country. This percentage of female domination is found because of the preference of education sector compared to various other sectors. The female faculty members were extremely comfortable with the working hours in colleges, winter vacations and summer vacations provided by colleges, comparatively lesser work pressure etc. The Male faculty members though not very less do still prefer to work in education sector for their various personal reasons. There were male members

who had reasons to switch over to education industry due to recession, retrenchment, odd working hours, Higher target & pressure in Industries etc.

YEARS OF EXPERIENCE

The researcher found that 80% of the female employees were with previous experience from various colleges. Only 20% constituted of fresh candidates. Similarly 76% of male employees were with previous experience and remaining 24% were fresh candidates. This gave a lead for the researcher to find out the reason for moving out from the current organization. The reasons were Salary, Proximity to College, Work Environment, Job Satisfaction, Work pressure, For a change and Workplace Politics. It was found that 78% of faculty members preferred working in an organization free from politics though they paid a comparatively lesser salary or all other factors. Because if an employee chooses a place to work based on other factors, they leave a particular place because of unmanageable politics. It is unavoidable as Robina Chatam has quoted in her article that either a person has to overcome politics, or do politics or survive with politics. When they fail in all the three they tend to leave the organization. Irrespective of all other factors being on the positive blend politics alone tends to make a person leave an organization. This leads to the increase in attrition rate of the employees and thereby affects the work environment.

DESIGNATION

20% of the faculty members at the beginning level did not find politics as a major determinant to stay in an organization. They were the beginners whom perceived salary as the prime factor determining the priority for an organization. 33% of the senior most faculty members perceived that politics need not be considered as a factor to leave an organization. They preferred a place based on growth prospects in terms of position and research & development. According to Robina chatam they were the people who learn to survive with politics. 47% of the middleers were the job switchers from one organization to another for various above reasons as discussed. Even according to them politics alone is not the single reason to leave an organization. It is probably one of the reason contributing to the attrition rate in an organization.

UNEQUAL SALARY DISTRIBUTION

64% of the respondents perceived that the management in self-financing colleges does not follow a systematic method of salary distribution, incentives and promotions. Most of the self-financing institutions follow an individual dominated approach in giving increments or promotions. However there are exceptions. The faculty members find that people with same qualification and experience get different salaries and positions in the same institution. This is one of the major identified causes leading to switching over of teachers from one institution to another. The top management remains unapproachable on these issues and is directly determined by the Human resources department. Remaining 36% of the employees were unaware of such issues regarding salary or promotions.

In general above 90% of the employees were not complaining about salary or promotion systems in college. The faculty did not worry if he or she got whatever promised during the joining period. A few perceived that the salaries were not paid on time, by proper modes, on specific dates etc. There were certain respondents who perceived that they never knew when they would get their salary. Every day they would have to check with the office about salary.

SENIORITY AND PARTIALITY

76% of the respondents strongly felt that the seniors in certain institutions dominated highly, showed discrimination and

partiality in areas of subject allocation, work load distribution, exam invigilation etc. Both male and female employees constitute the above percentage and the feeling expressed by them was agreed by all of them. As the period of interview was extending the waiting period also increased. Henceforth the faculty members started participating in the discussion slowly and came out with such expressions. 24% of the respondents did not respond to this question.

MANAGEMENT INTERVENTION

78% of the faculty members perceived that management's interference in daily routines is an important factor to work in an Institution or to leave an Institution. It is considered as important because it impacts the peace of working at the workplace, the research and development activities, procedures to get leave approval etc. A few faculty members sincerely declared that very few colleges operate with an intention to not disturb the faculty members frequently. This is one important factor that leads to hierarchical clashes within the department or college. Due to sarcasm shown by the management members in certain colleges the faculty members tend to operate with continual aversion and unhappiness.

DISCUSSION

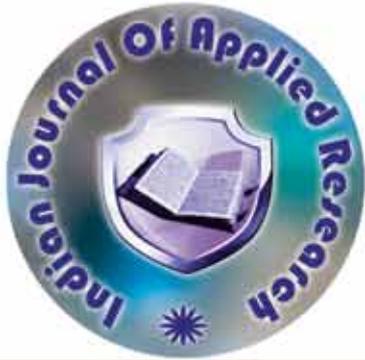
On monitoring the above reasons of why faculty member leaves an organization, it is found that the most highlighting reasons are workplace politics, management interference, unequal distribution of salary, domination of senior faculty members, partiality in work place, non systematic promotion methods etc. This is not a detailed study. But it could give a lot of insight to the educational institutions that Retention of teaching faculty members is very important to increase the student quality output. The colleges must introduce rigorous HRD practices which could take care of faculty training, retention strategies, pay and promotion methods, performance appraisal system, Feedback mechanism etc.

In contrast it will be unjustified if the researcher fails to acknowledge the best service providing colleges. There are certain colleges that provide free bus facilities, food facilities etc. An excellent environment for research and development is provided by certain colleges which the researcher definitely wants to make a mention about. Performance based returns have to be implemented as a practice in order to have control or check over the faculty members. The education institutions are paying currently on par with the industries and therefore they have to ensure less attrition rates and increase retention of faculty members. This will indirectly increase the output quality of the students. Therefore the colleges can adopt a practice of recruiting faculty members with an intention of working for minimum 2 years for faculty members handling classes for post graduate courses and 4 years for undergraduate courses.

Workplace politics is considered more severe by faculty members compared to other factors. The workplace politics has been studied earlier by the author in the banking sector. Turnover has been studied as one of the outcome of organizational politics. The severity of politics has been discussed in that study. This study has similarly found that politics in workplace is also one of the reasons leading to turnover of employees. During oral discussion it was found that various faculty members were willing to compromise on pay and promotional aspects in comparison to working in a place with less politics. The organizations therefore may try to provide a politics free environment with proper system of operation in the organization, effective supervision and reward systems for the employees. Hence from the above discussion it is visible that politics is inevitable in workplace but can be reduced by management interference and necessary action.

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