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# Sustained engagement for employee retention in education industry

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**Abstract**--The field of education is associated with parents, students, teachers, and management. The teaching is a noble profession as it builds the future of a nation and the turnover of these teaching professionals can adversely affect the teaching learning process and long-term health and success of the Institute. It is therefore penultimate to sustain engagement for retaining these employees. The study examined the relationship between Employee engagement and Employee retention. It also suggests measures for improving employee retention in higher education institutions. Primary data has been collected and analysis is done using SPSS software. It is found that when employees are valued, they get motivated to go the extra mile. They show a sense of belonging to the institute, get engaged in productive activities and stay for a longer duration in the institute.

**Keywords**---sustain engagement, employee retention, turnover, education, success.

**Introduction**

The most valuable assets of any organization are Human resources and more so for educational institutions because they train, mould and build young human resources for future of a society and nation. The educational institutes are expected to be reservoir of most specialized, competent and skillful resources, imparting knowledge and developing the personnel needs of the nation and fulfilling the aspirations of the people for a humane society. Turnover of such competent and skillful academic employees could be a biggest threat to these institutes. It is therefore very crucial for the educational institutes to sustain engagement for retaining the well qualified and committed staff. The employee

who is satisfied may not be necessarily considered as the best employee in terms of loyalty and productivity but an engaged employee indeed a best employee. He or she will intellectually and emotionally get connected to the institute and will desire to remain longer time, stay productive expending energies and efforts, and help the institute achieve its goals.

### **Review of literature**

**Ataus Samad (2021):** The study explored the influence of transformational leadership on employee job satisfaction and on their turnover intentions with specific focus on employee wellbeing. The results revealed transformational leadership had significant positive influence on employee well-being and job satisfaction and alleviated employee turnover intentions. **Tehseena Ashraf (2020):** Study examined the influence of employee engagement on employee retention. It concentrated on the favorable interaction between variables, with the exception, GWB's position between EE and ER and PsyCap and ER. Findings revealed PsyCap mediates relationship between EE and ER. It has a significant positive association between EE and ER. GWB does not have mediating impact between EE and ER. The variables, PsyCap, CAW, and JS mediating impact between EE and ER. This would aid in learning how to attract workers and increase their psychological resources by preparation and growth, so satisfied and empowered employees will work well and have job satisfaction.

**Silbert Jose (2019):** The analysis aimed to define the best human resource practices in the education sector in the Indian context, as well as to draught the benefits and drawbacks of human resource practices in this conglomerate. Implementation of effective human resource strategies will decrease executive attrition and improve employee retention. Key workers are the driving force behind an organization's overall growth and progress. This research focuses on India's education market. The researcher has concluded that HR activities by executing will improve the employee retention. As a result, educational organizations must regard its workers as ends and not means to an end, since they bring meaning to the institution and the minds of the youth.

**V Antony Joe Raja (2016):** Study investigated influence of Employee retention in Education Sector in India. This research indicated that the College had poor retention strategies in many of the identified retention metrics, including pay and rewards, employee participation, success improvement, retention initiatives, and job growth, necessitating a thorough analysis and alteration of certain administrative processes ostensibly oriented toward people management. Findings stated that analytical analysis assists the researcher in learning about the different characteristics of population. The author concluded that employee retention is one of the drawbacks for the improvement of education sector in India.

**Namrata Sandhu (2016):** Study investigated factors influencing employee engagement in Indian education industry. The study focused on the mutual exchange hypothesis. There is a discussion of both theoretical and functional implications. The study findings shown that educational organizations can invest in enhancing the work experience in order to increase employee participation. The

author concentrated on leadership strategies which can concentrate on delivering compelling employee benefit propositions in the context of emotional needs fulfilment, appropriate and equitable performance reward, and prospects for career development. The researcher concluded the academic leaders must rely on the aspects mentioned above to implement an efficient employee retention policy in order to not only achieve a strategic edge, but also monitor the issues correlated with employee disengagement.

**Iqbal Ahmed Hakeem (2015):** Study determined the degree of engagement among university staff. Research concentrated at how social considerations such as gender and age affect their degree of commitment. Findings show that degree of engagement among university faculty members is quite strong and female academic members were having the same level of Employee engagement as that of male faculty members. Research indicated that the academicians of the sample university have good level of engagement at work.

**Sachin Jadhav (2014):** Study explored strategies for Employee longevity. It focused on techniques involving the following: listening to staff, respecting their views, rewarding them based on their success, and assisting them in their career development. Findings stated that Employees must feel respected and supported, and they must receive input on their jobs, as well as work-life balance choices and prospects for advancement. Hence, concluded that these retention measures are advantageous as a company wishes to retain workers on board.

**Pawar Vivekanand Ankush (2014):** The study assessed the role of employee engagement among teachers in higher education. Further, study focused on considering the moderators such as ethnicity, age, and educational level, to explore their effect on Teacher Engagement. This study suggested to focus on theory building and to implement employee engagement model for better teacher engagement in higher education in India. Because of the complex and hierarchical structure of India's higher education environment, conclusions drawn about the causal nature of the relationships investigated in this study can be challenging.

### **Objectives of the study**

- To examine factors influencing Employee engagement in higher educational Institutes.
- To suggest measures to improve the Employee retention in higher educational Institutes

### **Hypotheses of the study**

- H0: There is no influence of factors on Employee engagement.
- H1: There is an influence of factors on Employee engagement.

### **Scope of the study**

Study focused on Employee engagement and how it can promote Employee retention in Higher Educational Institutes. The study has collected data from the

respondents, working in educational institutes in Hyderabad using the Questionnaire.

## **Research Methodology**

### **Data**

Primary data has been collected from the respondents (academic staff) working in Educational Institutes by using the survey questionnaire.

### **Questionnaire**

The study has framed the questionnaire considering the context of Employee engagement and retention practices in the institutes. Five-point Likert scale-oriented structure is used for collecting opinions from respondents i.e., 1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

### **Sampling Method**

Study has adopted the convenient sampling method for the collection of responses from the employees who are working in Educational Institutes. The study has collected the 120 responses randomly from the Employees.

### **The statistical tools**

Used in the study were using SPSS Statistics software. The SPSS and AMOS software is used when analysis is done on the primary data. The tool used in the study is Exploratory Factor Analysis.

### **Structural equation model**

Structural equation modelling (SEM) was used to examine the structural relationships.

### **Exploratory factor analysis**

Using EFA (exploratory factor analysis), high loading factors are extracted from the set of variables which impact the most to dependent variable. This method crunches the data and give the output with high loaded variables through component matrix. This analysis is done using the SPSS Statistics Software.

**Objective 1: To examine the factors influencing Employee engagement in Educational Institutions**

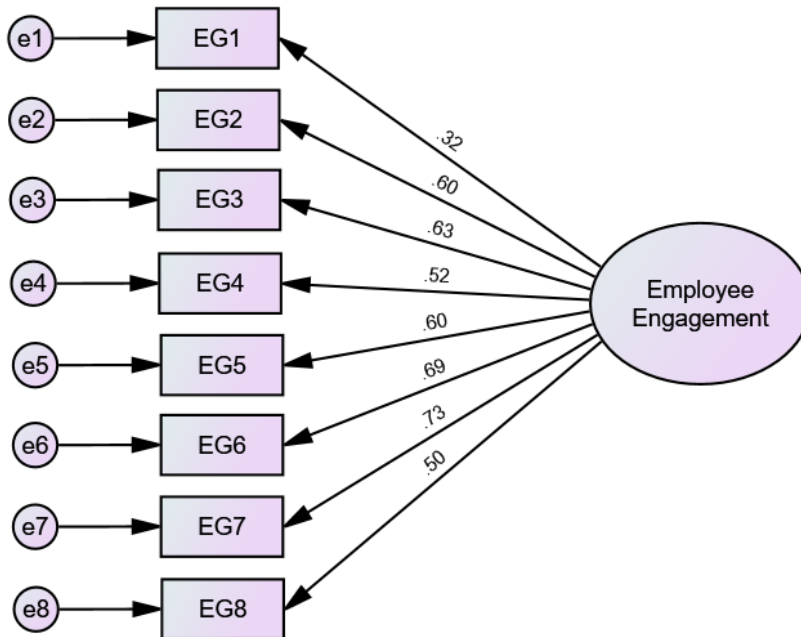


Figure 1. Graph for Factors Influencing Employee Engagement

Table 1  
Standardized Regression Weights: (Group number 1 - Default model)

			<b>Estimate</b>
VAR0001	<---	EmployeeEngagement	.319
VAR0002	<---	EmployeeEngagement	.602
VAR0003	<---	EmployeeEngagement	.628
VAR0004	<---	EmployeeEngagement	.522
VAR0005	<---	EmployeeEngagement	.599
VAR0006	<---	EmployeeEngagement	.687
VAR0007	<---	EmployeeEngagement	.728
VAR0008	<---	EmployeeEngagement	.496

Source: Primary Data

Table 1 describes, factors that have influence on Employee Engagement in Higher Education Institutes. The factor “My associates are committed to doing quality work” has the highest regression weight of 0.728 which implies that there is high employee engagement among employees as they are committed to do quality work. The next factor with high regression weights of 0.687 is “My job allows me

to unleash my full potential.” When employees are given opportunity to use their skills with full potential, they get fully engaged. This is followed by “My supervisor, or someone at work, seems to care about me as a person” with regression weight of 0.628, indicates that when employees feel a sense of belonging and grapevine communication flows among employees that they care about makes them engage better. “My job activities are personally meaningful to me” has regression weights of 0.602 when employees feel connected to their workplace and find meaning in what they do, employee engagement increases. This factor followed by “My supervisor encourages me to develop new skills” with regression weight 0.599, this implies if the superiors encourage employees to develop new skills, this helps engage better. The last two factors are “My supervisor encourages employees to participate in important decisions” and “My work adds a lot to the general purpose of my life” with regression weights 0.496 and 0.319 respectively, this indicates when given a chance to participate in decision making and when employees work adds value and meaning to their life and organization, employees show greater interest in work, more involved and engaged to make valuable contributions for the wellbeing of the institute. Employees who engage actively are motivated and passionate. They are ready to go beyond their job roles for the success and growth of the institute.

Table 2  
Model Fit

Fit Statistic	Recommended Value	Obtained Value
CMIN		69.732
DF		20
Probability	$p < 0.05$	0.000
Goodness Fit Index	$> 0.90$	0.873
Adj Goodness Fit Index	$> 0.90$	0.772
Normed Fit Index	$> 0.90$	0.751
Root Mean Square Error	$> 0.05$	0.145

Source: Primary Data

Table 2 illustrates, statistics used to check whether the data used and data model used are fit or not. The Chi Square value for the data is 69.732 which is greater than the probability (0.000) which implies the high model fit. Goodness Fit Index's obtained value is greater than the recommended value ( $0.873 < 0.90$ ) showing high model fitness. Similarly, Adjusted Goodness Fit Index and Normed Fit Index has obtained value lesser than the recommended value ( $0.772 < 0.90$ ) and ( $0.751 < 0.90$ ). The Root Mean Square Error value is 0.145 (more than 0.05). The results show that all the Chi-Square value and Root Mean Square Error have values above the recommended value implying that the data and analysis model used are moderately.

Turnover of employees especially of versatile, committed and productive employees can be a nightmare for any industry and very specially to education industry. There are varied reasons for the movement of employees to better pastures and some of them are as follows: lack of growth opportunities, lack of recognition and appreciation, mismatch of job roles and confusion in responsibilities, lack of constructive feedback and transparency, hostile work

environment, & stressful relationships between colleagues, lack of trust among workers, lack security for female workers all these can lead to tension, anxiety, frustration and disengagement in employees. So best practices to sustain engagement if rightly implemented can help in reducing employee turnover.

**Objective 2: To suggest measures to improve employee retention in Education Institutions**

Exploratory Factor Analysis consists of four steps. They are KMO and Bartlett's test, Communalities, Total variances and Component matrix. These steps are applied to check the above objective.

Table 3  
Sample Adequacy Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
Bartlett's Test of Sphericity	Approx. Chi-Square	411.692
	df	45
	Sig.	.000

Source: Primary Data

Table 3, reveals KMO and Bartlett's Test for identifying the sample adequacy of the data. The value KMO test is 0.768 which is greater than the recommended value (0.7). This signifies that the data collected is adequate for the analysis. Further, the chi-square value is more than the p-value ( $411.692 > 61.656$ ) which indicates that the data is significant.

Table 4  
Communalities

Factors	Initial	Extraction
Refining hiring procedures	1.000	.513
Create friendly and positive work culture	1.000	.476
Assess staff satisfaction	1.000	.396
Having internal rational promotion policy	1.000	.598
Ongoing assessment and constructive feedback	1.000	.560
Conduct exit interviews	1.000	.630
Benefits during retirement are linked to loyalty and performance	1.000	.627
Avenues for advancement and continuous learning	1.000	.655
Recognition and winning incentives to good performers	1.000	.514
Flexibility for productive committed and loyal employees	1.000	.535
Extraction Method: Principal Component Analysis.		

Source: Primary Data

Table 4, indicates, Employee engagement positively influences Employee Retention in Educational Institutions. The highest loading factors more than 60% was obtained for the factor "Avenues for advancement and continuous learning"

which is 0.655 followed by “Conducts exit interviews” which has got 0.630 and “Linking Benefits to loyalty and performance” is observed to be 0.627. Similarly, “Having internal rational promotion policy” and “Assess ongoing and constructive feedback” are observed to be 0.598 and 0.560 respectively. The factor “flexibility for the productive committed and loyal employees” observed to be 0.535. Whereas, the factors “recognition and winning incentive to good performers” and “Refining hiring procedures” are observed to be percentage of 0.514 and 0.513 respectively. “creating friendly and positive work culture” is observed to be 0.476 and “Assessing staff satisfaction” with the lowest loading factor (0.396). Hence, the study shows employees prefer chances for advancement and continuous learning to stay productive and better engaged. They prefer conducting exit interviews for departing employees to know the reason for leaving the institute. If the employees are given benefits linked to their loyalty and performance would make them feel belonged and engage in productive activities. A few of them prefer if the institute assesses their satisfaction levels gives them chance to communicate and express their views and opinions. Creating a friendly and congenial work culture helps to engage better. The institutes should consider these factors to improving employee retention.

Table 5  
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.939	39.385	39.385	3.939	39.385	39.385
2	1.567	15.671	55.057	1.567	15.671	55.057
3	.851	8.515	63.571			
4	.805	8.051	71.623			
5	.728	7.282	78.905			
6	.673	6.730	85.635			
7	.591	5.910	91.545			
8	.308	3.077	94.622			
9	.301	3.013	97.634			
10	.237	2.366	100.000			

Extraction Method: Principal Component Analysis.

Source: Primary Data

Table illustrates the variance analysis extracted from Principal Component Analysis. Out of ten components, two components have been extracted from the table based on the Eigen values, that is, Eigen value more than 1 are been extracted. Component one has highest Eigen value of 3.393 which show the variance of 39.385% variance followed by component 2 with variance of 15.671% and Eigen value of 1.567. Similarly, component 3, is observed have Eigen value of 1.567 with Variance 15.671 respectively.

Table 6  
Component Matrix

Factors	Component	
	1	2
Refining hiring procedures		.601
Create friendly and positive culture		.589
Assessing staff satisfaction		.596
Internal rational promotion policy		.634
Ongoing assessment and constructive feedback	.722	
Conduct exit interviews	.771	
Link benefits to loyalty and performance	.756	
Avenues for advancement and continuous learning	.764	
Recognition & winning incentives to good performers	.692	
Flexibility for productive committed and loyal employees	.710	
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Source: Primary Data

Table explains the findings of the principal component analysis. It has extracted high loaded factor from the variables taken to know the Employee retention in the education institutions. The result shows that out of ten factors, all ten have high factor loading i.e., seven from the component 1 and 3 from component 2. The result from the above table is shown below:

### Component 1

Component 1 result shows “Conducts exit interviews” has the highest loading factor among the six variables with value of 0.771 meaning by conducting exit interviews with the departing employees, a clear picture of the workplace culture, day today processes, the overall experience of the employee, identify matters that may need immediate attention, build positive relationships and to create welcoming environment could be obtained. Constructive feedback from the departing employees in can help the institute to guide their current existing employees thus it can engage the employees better and reduce employee turnover. The “avenues for advancement and continuous learning” with value of 0.764 has the second highest loading factor indicating that providing incentives for enhancing knowledge and skills. “Linking benefits to loyalty and performance” observed to be 0.756 implies that benefits should be linked to loyalty and performance which helps employees engage better. “ongoing assessment and feedback” and “flexibility for productive committed and loyal employees” having scores 0.722 and 0.710 respectively this explains that having ongoing assessment helps employees to know and improve their performance and flexibility to productive and committed employees helps to retain them. The factor “Recognition and winning incentives to good performers” with score 0.692 shows the institute should recognize their efforts and provide awards for best

performers, also encourage all the staff equally without partiality. **Silbert Jose(2019)\***

## **Component 2**

The outcome of **Component 2**, “Having internal rational promotion policy” is the high loading factor with score 0.634 followed by “Refining hiring procedures” with score 0.601. “Assess internal staff satisfaction” and “create right and positive work culture” has loading factor of 0.596 and 0.589 respectively. These factors explain that there should be an internal promotion policy which impacts everyone, to rehire employees only if they are required to reduce the cost of hiring and also hire right employees who can fit well and adjust with the culture of the institute and stay for longer period. Assessing staff satisfaction levels help to communicate their issues and opinions. Taking responsibility to reduce employee turnover by creating a right and positive culture for all so that all engage well and contribute productively for the wellbeing of all stakeholders.

## **Findings of the study**

1. The results revealed that various factors influencing Employee Engagement in Higher Education Institutions. When employees are find their job allows them to unleash their full potential, their supervisors care about them and encourage them to explore new skills, when they find their job activities are purposeful, and when their colleagues make qualitative contribution, employee engagement increases this leads the employees to stay in the institute and work for a longer period
2. The study found that to retain employees in the institutes following measures could be implemented they are: conducting exit interviews for the outgoing faculty to understand the reason for their leaving and implement proper strategies to retain current employees. Providing avenues for advancement and continuous learning enables to enhancing their knowledge and skills make them engage in productive leading to better retention.
3. The results also shown that linking benefits to loyalty and performance, conducting ongoing assessment for better performance, providing flexibility to productive workers and also recognizing the contribution and providing awards to best performers which ultimately helps better engagement and improve employee retention.
4. Following internal promotion policy, assessing internal staff satisfaction, refining hiring procedures, creating right and positive work culture are some of the measures for retaining employees.

## **Conclusion**

The success of the educational institutions depends on its productive, qualified and skilled employees. So, rightly engaging and retaining them should be its prime priority. The study investigated the relationship between Employee

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\*Silbert Jose(2019). “The Impact of Human Resource Practices on Employee Retention in the Education Sector”, A Journal of Composition Theory, Volume XII Issue VIII, pp- 87 to 93. <http://www.jctjournal.com/gallery/13.%20jct%20-%20aug%202019.pdf>

engagement and Employee retention in education institutions and to suggest measures to improve the Employee Retention. It has applied Structural Equation model and exploratory factor analysis. When employees find a sense of belonging and participate in decision making process of the institute, they take greater responsibility for contributing to the wellbeing of the organization and its stakeholders. Conducting exist interviews, providing opportunities for advancement and continuous learning, linking benefits to their performance and loyalty, recognizing and offering winning incentives for good performance, assessing their performance and their satisfaction levels are some of the suggestive measures that could be implemented to engage the employees and retain them in the institutes.

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