CHAPTER-5

FINDINGS

IMPLICATIONS

LIMITATIONS
FINDINGS IMPLICATIONS LIMITATIONS

5.1 Findings

A number of findings emerged from the data collected for the study which would prove useful for the institutes seeking to enhance retention. The findings of the study are mentioned as follows:

1. As a result of factor analysis of working environment and talent retention, three factors for each variable were generated. Factors of working environment were named as relationships and communication system, quality of work life and appreciation. Relationship factor included the questions related to the relationship of faculty with their boss and colleagues and communication system within the organization. Quality of work life included the working conditions and the policies regarding remuneration and leaves. Third factor was appreciation which included guidance, assistance and recognition given to the faculty members for their work. On the other hand, Schaufeli’s work engagement measure was used in study which was already developed and tested. Factor analysis of engagement measure in this study also generated three factors named as vigor, dedication and absorption.

2. Findings of this study examined the relationship between working environment and employee engagement and it was found that both the variables were positively correlated. Results of regression analysis revealed that the working environment is contributing up to 63.5% towards employee engagement. These findings were consistent with the studies of Hewitt and Mercer study (2007) which was named as What’s Working Studies. Also Jyotsana Bhatnagar (2008) in her study found employee dialogue practice as an essential part of employee engagement intervention which in turn leads to high retention.

3. Researcher wanted to explore the relationship between working environment and employee engagement and so it was further analyzed the scores of factors of working environment on each factor of engagement individually.

It was found that all the factors of working environment were related to each factor of engagement. Among the three factors appreciation was contributing most to enhance the vigor factor of engagement. It means if appreciation and recognition is given to
faculties, their energy level increases and they make their full efforts to achieve the goal. On the other hand relationships and quality of work life also contributes towards increasing the level of energy towards work but the least contributing factor was quality of work life. Reason may be that a faculty doesn’t have the working conditions as in the factories or industries.

It was also found that all the three factors of working environment contributes significantly towards employee engagement but when each factor analyzed individually the results were surprising as appreciation individually was not related with the dedication factor of employee engagement.

Further, the relationship of all the three factors of working environment and absorption factor of engagement was analyzed and it was found that quality of work life and appreciation given to employees affected most the absorption factor as compared to the factor of relationship and communication system. It means if the faculty is provided with good working conditions and if he is appreciated, his concentration towards work increases.

4. Findings regarding the relationships of working environment and talent retention were consistent with the previous studies of C.Balakrishnan, Dr. D. Masthan, Dr. V. Chandra (2013). This study found that 66.4% of variance on talent retention can be explored by working environment. Further analysis of different factors of working environment found that all the three factors i.e. relationships and communication system, appreciation and quality of work life have positive significance influence on talent retention. This finding was consistent with the study of Verhaegen Paul (2005) who suggested that recognition given to faculties enhances the retention rate. Reward and recognition with compensation packages resulted with the intention to not to leave firm (Debowski, 2006; Inskeep & Hall, 2008). Report by Shepawski and Diamond (2007) also recommended to implement good management practices for retention of good staff. Remuneration and recognition positively predicted intention to stay (Abbott et al., 2005; Finegan, 2000; Krisof- Brown et al., 2005; Scheinder,1987). Salary, fair compensation, reputation, manager support, performance reviews were found as top retention drivers (Tower Perrin, 2005). Frank and Taylor, 2004 found open communication channels into employer- employee relationships as a predictor of talent retention.
Eva Kyndt & Filip Dochy & Maya Michielsen & Bastiaan Moeyaert (2009), found quality of work climate as a strong predictor of employee intentions to remain with the current employer.

5. Researcher was interested to find out the relationship between employee engagement and talent retention. Also to examine the individual direct effects of different facets i.e. vigor, absorption and dedication on talent retention. Through the correlation and regression results it was found that employee engagement is contributing up to 59.3% towards talent retention. Report of CLC also suggested that if the employees are highly engaged, they have the probability of reduction by 87%. Also the study of C.Balakrishnan, Dr. D. Masthan, Dr. V. Chandra (2013), found communication, rewards and recognition, Working environment as the main drivers of employee engagement and talent retention. Engagement also found to be a best strategy used for retention (Saket Jeswani & Souren Sarkar, 2008). Clayton Glen (2006) also found a matrix of 9 engagement predictors (Role challenge, work life balance, management, working environment, recognition etc.) which in different combinations provided powerful framework for skill retention. Further the researcher analyzed the individual effect of vigor, absorption and dedication on talent retention and found all the three factors as the predictors of talent retention but among those vigor was found to be the strongest predictor of talent retention whereas dedication factor contributed least towards engagement.

6. The study also examined the impact of various demographic factors on employee engagement. Females were found to be more engaged than males from the data collected for this study. Faculties of private institutes were found to be more engaged than those of Government Institutions. Reason may be that the faculties of Government institutes have the job security. Study also found as age, education level and income level were significantly related with the engagement level. Faculties within the age group of 31-40 years of age were found to be highly engaged as compared to other age groups. Also the faculties holding PhD degrees found to be more engaged than the faculties had graduate and post graduate degrees with them. Reason may be that most of the employees who take the teaching profession as a career go for the Doctoral degrees and so make serious efforts towards their work and reflects engagement. Post hoc results found income level to be significantly related with employee engagement but result was found
significant only for two groups i.e. 30000-40000 and 40000-50000. Employees with income level 40000-50000 were found to be more engaged than the employees having income level of 30000-40000. Further, no significant relation was found among other groups. Other demographic factors like marital status, designation and teaching experience were not found to be significantly related with the engagement level for this data.

**H1 Working environment has a significant influence on employee engagement**

Findings of this study examined the relationship between working environment and employee engagement and it was found that both the variables were positively correlated. Results of regression analysis revealed that the working environment is contributing up to 63.5% towards employee engagement. These findings were consistent with the studies of Hewitt and Mercer study (2007) which was named as What’s Working Studies. Also Jyotsana Bhatnagar in her study (2008) found employee dialogue practice as an essential part of employee engagement intervention which in turn leads to high retention.

**All the three dimensions of working environment has significant influence on different facets of employee engagement (H1.11 to H1.33)**

Researcher wanted to explore the relationship between working environment and employee engagement and so it was further analyzed the scores of factors of working environment on each factor of engagement individually.

It was found that all the factors of working environment were related to each factor of engagement. Among the three factors appreciation was contributing most to enhance the vigor factor of engagement. It means if appreciation and recognition is given to faculties, their energy level increases and they make their full efforts to achieve the goal. On the other hand relationships and quality of work life also contributes towards increasing the level of energy towards work but the least contributing factor was quality of work life. Reason may be that a faculty doesn’t have the working conditions as in the factories or industries.

It was also found that all the three factors of working environment contributes significantly towards employee engagement but when each factor analyzed
individually the results were surprising as appreciation individually was not related with the dedication factor of employee engagement.

Further, the relationship of all the three factors of working environment and absorption factor of engagement was analyzed and it was found that quality of work life and appreciation given to employees affected most the absorption factor as compared to the factor of relationship and communication system. It means if the faculty is provided with good working conditions and if he is appreciated, his concentration towards work increases.

**H2 Employee engagement has a significant influence on talent retention**

Researcher was interested to find out the relationship between employee engagement and talent retention and also to examine the individual direct effects of different facets i.e. vigor, absorption and dedication on talent retention. Through the correlation and regression results it was found that employee engagement is contributing up to 59.3% towards talent retention. Report of CLC also suggested that if the employees are highly engaged, they have the probability of reduction by 87%. Also the study of C. Balakrishnan, Dr. D. Masthan, Dr. V. Chandra (2013) found communication, rewards and recognition, working environment as the main drivers of employee engagement and talent retention. Engagement also found to be a best strategy used for retention (Saket Jeswani & Souren Sarkar, 2008). Clayton Glen (2006) also found a matrix of 9 engagement predictors (Role challenge, Work life balance, management, working environment, recognition etc.) which in different combinations provided powerful framework for skill retention.

**Talent retention is significantly influenced by each dimension of employee engagement i.e. vigor (H_{2.11}), dedication (H_{2.12}) and absorption (H_{2.13})**

Further the researcher analyzed the individual effect of vigor, absorption and dedication on talent retention and found all the three factors as the predictors of talent retention but among those vigor was found to be the strongest predictor of talent retention whereas dedication factor contributed least towards engagement.
Hypothesis: Working environment has significant influence on talent retention

Findings regarding the relationships of working environment and talent retention were consistent with the previous studies of C. Balakrishnan, Dr. D. Masthan, Dr. V. Chandra (2013). This study found that 66.4% of variance on talent retention can be explored by working environment.

**Talent retention is significantly influenced by each dimension of working environment i.e. vigor (H3.11), dedication (H3.12) and absorption (H3.13)**

Further analysis of different factors of working environment found that all the three factors i.e. relationships and communication system, appreciation and Quality of work life have positive significance influence on talent retention. This finding was consistent with the study of Verhaegen Paul (2005) who suggested that recognition given to faculties enhances the retention rate. Reward and recognition with compensation packages resulted with the intention to not to leave firm (Debowskii, 2006; Inskeep & Hall, 2008). Report by Shepawski and Diamond (2007) also recommended to implement good management practices for retention of good staff. Remuneration and recognition positively predicted intention to stay (Abbott et al., 2005; Finegan, 2000; Krisof-Brown et al., 2005; Scheinder, 1987). Salary, fair compensation, reputation, manager support, performance reviews were found as top retention drivers (Tower Perrin, 2005). Frank and Taylor (2004), found open communication channels as a predictor of talent retention. Eva Kyndt & Filip Dochy & Maya Michielsen & Bastiaan Moeyaert (2009), found Quality of work climate as a strong predictor of employee intentions to remain with the current employer.

The present changing scenario of academics calls for attention towards the expectations of the faculties. With the increasing competition and professionalism in academics, due importance should be given to the engagement factor in order to retain the good faculties and many of the good institutions do so. This study provides a useful tool for academics to retain talent and keep their employees engaged.

The results of the study were up to great extent consistent with the results of previous studies. As talent retention is influenced by employee engagement, study also focused on the factors affecting engagement. As a result research found relationships with colleagues and boss, communication system, quality of work life and appreciation as
the important factors in contributing towards engagement level of the faculties. The results also revealed that these environmental factors make significant contribution towards engagement. Also working environment and engagement were found to be predictors of talent retention.

Lastly, the study will contribute to the growing literature on the influence of working environment on engagement and influence of working environment and engagement on talent retention. It provides empirical evidence to support the theoretical models that links these variables.

5.2 Implications

1. The findings of the study will be useful for the institutions who seek to retain their good faculties. Institutes who seek talent retention should focus on increasing the level of engagement through making the working environment healthy.
2. Many researchers worked on these relationships but very few have been done in academics context. In Indian Scenario, the model has been tested first time for this data.
3. Researcher was keenly interested to examine the relationship of different facets of engagement and talent retention. Therefore the study found which particular dimension of engagement contributes most towards the retention of faculties. In this context. The study will help the institutions to focus on that particular aspect of engagement which enhance retention most.
4. Replication of this study may be worthwhile if used in other contexts rather than in academics.

5.3 Importance of the study

The outcome variable of the study is talent retention which is significant to the long term success of the organisation. As the competitive environment is increasing day by day and so the demand of talented employees, the employers have to identify the ways to retain them. When we talk about retention it means to retain the talented or skilled employees with the organization for long term. Talented employees always have good opportunities in their hand and they may easily get attracted to other
organisation if find themselves dissatisfied with the present employees. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time.

The present changing scenario of academics calls for attention towards the expectations of the faculties. So, this study is done with a view to identify the ways to retain the talent especially in academics. Retaining the talented staff ensures satisfaction to students (in the case of academics) to the students and satisfied colleagues. With the increasing competition and professionalism in academics, due importance should be given to the engagement factor in order to retain the good faculties and many of the good institutions do so. This study provides a useful tool for academics to retain talent and keep their employees engaged. The study found employee engagement as an important tool to retain academicians. Institutes who face the problem of turnover may adopt this strategy to reduce attrition rate. The study is beneficial to the educational institutes as it also provides the ways to develop the engagement level through various environmental factors. The results of the study support the institutes to develop supportive working environment which enhance engagement level among academicians and in turn lead to retention.

5.4 Limitations

In every study, some limitation is obvious because no study covers all aspects and every element of the study. Studies in management do not cover or we may say cannot cover each element of population i.e. studies is based on the findings of sample and so it comes with certain limitations. The study conducted by the researcher in the academics also suffers from some limitations.

1. Data which is collected is from Gwalior region only. The results may vary if it would have been collected from wider area.
2. Although the method of sampling was random but some respondents were not taking interest in filling up the questionnaire and so data was collected from 307 respondents.
3. Questions were close ended and the results might be different if data would have been collected with the help of interview which gives the scope to respondents to express their views clearly.
4. Another limitation of the study was the generalizability of the findings i.e. the data was collected from academicians only. Thus the findings of this study may not generalize across different contexts.