Summary of the Report

This Research Study is carried out in the field of Human Resource Management under the Management category. The title of the research topic is “A critical study of Career Development and Retention of Research Employees in the Selected Research Institutes”. After going through the literature available and personal information obtained from various research institutes, to the best of my knowledge this is the first time effort of studying career development and retention related aspects of research employees working in autonomous research institutes of the government of India from a social science angle.

This study is mainly divided in six broad chapters for the smooth flow of the information and the research work presentation. First of all, it was important to approach to the Directors of these Institutes to find out the possibility of getting relevant information from the institutes and also permission to approach their employees for getting data as these institutes follow government norms and have restrictions on sharing information for general public.

The chapter scheme enabled the researcher to present the study systematically and point wise. Following is the summary of each chapter presented in this thesis.

Chapter 1 – Introduction:

Introduction Chapter included information about research topic taken for this research study. It contains information and historical background of Research Institute outside India and in India. Brief information about functioning of Research Institutes, why they have to be an autonomous, scope of autonomy, day-to-day its management and administration through council and various committees, etc. is described in this chapter. Human resource practices followed in the research institutes, recruitment, training and development, motivational programmes, wage and salary administration, welfare facilities, etc. is given briefly. Careers of research employees, career path available to them, various career development and retention programmes in these institutes
along with possible reasons for research employees to leave research institutes are described briefly.

Importantly, the role of the government, its bureaucratic procedure and its effect, dependency of research institutes on the government for overall development and research activities and difficulties faced by these research institutes are discussed briefly in this chapter. This chapter also highlights in short the need for selecting this topic for research, objectives of the study, hypotheses, few problem questions, scope and impact of the study and finally a chapter scheme on how the information in this thesis will flow further.

Chapter 2 – Literature Review:

This chapter is about work and research carried out previously by other researcher. It also refers to books and articles published in various journals. Due to advanced technology, lot of information is available on the internet and it helps getting the inputs otherwise are not possible to get easily. This chapter has overviewed the points and topics related to this study. It described about career, career factor theories, career change, career planning, career assessment and advancement, etc. The chapter also reviewed material related to career development, career development theories, retention programmes and strategies discussed by various other researchers. Literature review also noted the work about reasons of quitting services, role of money in career development, factors responsible for retention and its effect, importance of training and development for career development and retention. This chapter also described points related to this study such as job satisfaction, flexible working hours, recognition, etc.

Literature review also reviewed about development of research and scientific institutes, careers, career development and retention of research employees in various research institutes in India and abroad.
Chapter 3 – Profile of Research Organizations:

Profile of research institutes has been described in detail in this chapter. The researcher has selected seven research institutes which are autonomous and functioning under various departments of government of India. These institutes are selected from Pune and include National Centre for Radio Astrophysics (NCRA), Inter University Centre for Astronomy and Astrophysics (IUCAA), National Centre for Cell Science (NCCS), Agharkar Research Institute (ARI), National Aids Research Institute (NARI), National Institute of Virology (NIV) and Indian Institute of Tropical Meteorology (IITM).

Profile of research organizations include name, address and location of the institutes, vision and mission, historical background, staff strength, hierarchy charts of the organization, current status and future plans of their research activities.

Chapter 4 – Research Methodology:

Chapter four deals with the research methodology used to carry out this research study. This chapter described about type of research i.e. both descriptive and empirical, induction method of research and both qualitative and quantitative i.e. pragmatic approach. This was needed to cover all aspects of this research study where lot of information is needed to be presented in both qualitatively and quantitatively. Primary and secondary data collection methods and tools have been briefed in this chapter.

The chapter included information about Population or Universe of the study, structured questionnaire on Likert Scale which is tested for its reliability using Cronbach Alfa test, etc. Pilot study and its outcome are also discussed in this chapter briefly. Detailed information about sampling design, the sample size needed for this study worked out using K&M table and online sample calculator, sampling technique and method and institute-wise sample selection.
This chapter also provides information about formulation of hypotheses, statistical tools used for testing and analyzing the data. Mode and Mean to measure Central Tendency, Standard Deviation for dispersion, Coefficient of Variation for finding the consistency, are discussed in this chapter. Since the data is non-parametric and it is a one sample data, Chi Square test and Kolmogorov-Smirnov tests have been used for hypotheses testing.

Chapter 5 – Data Analysis and Hypothesis Testing:

It is the most important chapter. Researcher spends his in approaching the universe and sample subjects selected for his study to enable him to get the data which can be interpreted and fruitful findings are discussed resulting into some addition in to the existing knowledge about the topic. Researched got information from the dealing heads of the organizations from the institute’s point of view and the same is described in this study. At the same time, though a structured questionnaire, researched had asked twenty one questions/statements to research employees related to the topic of study. The qualitative data was codified numerically for statistical calculations and analysis.

In this chapter, Mean, Mode, Standard Deviation and Coefficient of Variation for every question/statement have been worked out and interpreted. There are four hypotheses in this study and based on the data collected, the Chi Square test and Kolmogorov-Smirnov tests have been performed. Out of the four hypotheses, three hypotheses have been rejected while one is accepted. The details are described in this chapter.

This chapter also included the objective wise data analysis and its interpretation. This helped in writing the next chapter about findings and suggestions.
Chapter 6 – Findings, Suggestion and Conclusion:

This is the last chapter and also an important one. This chapter is the outcome of the study. Researcher found that government funding and its bureaucratic intervention are the causes of non-development of research institutes. It included findings like research employees are more concerned about research work and job satisfaction more than monetary benefits. There is a strong correlation between State-of-art research facility and its exposure and career development and retention of research employees. Study found that job security, flexible working hours, welfare facilities like housing and medical, etc. are some of the essential elements for career development and retention. This chapter also described findings for objectives of this study and also for the results of hypothesis testing.

This chapter included three models proposed by the researcher and which are converged after this study

This chapter also includes the suggestions part. Based on the findings, the researcher tried to suggest few improvements to each stake-holder of this study i.e. government, research institutes and research employees.

Lastly, Bibliography and appendices will give idea about the references of published material like books, journals, research papers and various websites which have been referred and studied in this study and duly acknowledged.