

FREQUENT FACULTY TURNOVER: CHALLENGE FOR HEIS IN URBAN AREAS OF PAKISTAN

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Abstract

There is a rapid growth in Higher Education Institution (HEIs) of Pakistan in couple of years. These HEIs need qualified faculty to produce quality alumni, however somehow or the other retention of quality faculty is a challenge for HEIs. This research is carried out with an endeavors to find out the causes of frequently turnover of faculty in Higher Education Institution (HEIs) in Karachi. 22 item questionnaires were used to collect the data from the faculty of renowned private sector HEIs of Karachi. For the sample of 280 Multiple Regression Analysis and Principal Component Factor Analysis were applied to interrogate the hypotheses. Results indicated that there is a significant relationship between career progression and the faculty turnover whereas Compensation & benefits and job stress have insignificant impact.

Keywords: Accountability, Educational leader, Urban education, Faculty turnover. HEIs

Introduction

The most valuable and vital resource within Organization is its workers, they're your competitive advantage therefore retaining them is crucial for each organization. The address of worker turnover has come to pick up more prominent consideration particularly in this modern century (Ghayas, 2012). Companies all over the world, in different businesses, have confronted this issue at a few stages of their advancement. According to Banje, Yakubu M., et al. (Banje, 2015) maintenance of the key workers is critical and achievement of any association. The execution of the employee is most of the time directly linked to the quality work, the satisfaction of the consumer, and expanded item deals and even to the picture of a firm. Whereas it is mostly linked indirectly to, loyal colleagues and the staff reporting the employees, planning of efficient succession and embedded firm's knowledge. No one can deny the reality that the higher education is an indispensably portion of socio financial progression of a nation (Monga & Monga, 2018). Exceedingly qualified and skilled faculty is required by Higher Education Institutes (HEIs). Thus, retaining such skilled force is necessary to reduce faculty turnover (Basak, 2014). During last couple of years there is a remarkable growth in HEIs in Pakistan and specifically in Karachi has increased the demand of quality qualified faculty. It has also led flexibility for faculty to move from one university to other and achieve a satisfying position as well as salary. It is quite difficult to retain highly qualified faculty that are competent and can be a source of competitive advantage when such faculty quits, the quality of education suffers.

Human capital plays a critical part for advancement of any organization and it too serves to secure a competitive edge. To pick up such human capital HR supervisors



should focus on such variables that might impact worker turnover that might be threatening to the company's advance. Higher Education requires highly professional and talented faculty in order to raise the standard of education and to improve the socio-economic progression of a country (Khalid, 2018).

Problem Statement

The Higher educational institutions play crucial role in shaping a country's social, financial, cultural and political progression (Latif & Saraih, 2016). The quality of education suffers due to the turnover of faculty in HEIs and subsequently it has an adverse effect on the growth and progress of such insititues. Previous researches from many several industries have proved that factors such as compensation and benefits, career progression and job stress have significant impact on the turnover of employees (Rehman , Jingdong , & Du, 2015). This study aims to identify how these factors (compensation & benefits, career progression and job stress) influence the turnover of private sector HEIs faculty in Karachi.

Literature Review

Aspects of Job Satisfaction

Jamie and Metsala (2019), carried out study on preservice teachers' self-efficacy and beliefs related to inclusive education, examined 179 enrolled in secondary or elementary education and discussed the results within the context of preparing teachers for the inclusive classroom. The previous studies on how organizations could retain their employees reveal that organizations face the challenge of retention good employees. Same is the case with HEIs due to a rapid growth in past couple of years. Faculty turnover refers to the proportion of faculty leaving a university and being replaced by new one (Basak, 2014). To retain the faculty working in the universities, various studies have identified factors like career growth opportunities, compensation & benefits and job stress. Faculty turnover can either be voluntary or otherwise. From an institution's perspective, a high turnover rate is undesirable hence a specific number of faculty turnover is necessary in order to provide opportunities to the young teachers. There are different levels of satisfaction that play an important role between the factors of retention and faculty intention to either leave or to stay in an institution. These levels include the salary satisfaction, career and growth satisfaction and satisfaction with organization (Mubarak, 2012). One of the most important concern for researchers and academicians is why the employees leave the organization? High employee turnover symbolizes the instability and ambiguity in manpower's livelihood. It also signifies inadequate policies or improper treatment of employees, which may result in incurrence of high cost, lapses and chaos in organization (Olasupo, 2019). Interpersonal relationship of an organization or department has a significant effect on employee turnover. When there are many factions and small groups in a business or department with a difficult interpersonal relationship, employees are very hard to deal with the relationship with colleagues and supervisor, and employees need to spend a lot of time managing relationships within the co-workers (Zhang, Y., 2016).

Compensation and benefits

Many studies have been conducted on the relationship between pay and retention. Companies hire individuals to accomplish their corporate goals and individuals enter organizations to earn money and build their careers. One of the many factors that affect employee turnover are lesser rewards and benefits (Melaku, 2014). (Rehman , Jingdong , & Du, 2015) finds that unattractive pay packages along with other factors influence employees to leave the job. In addition to the prestige and image of the business, the money offered as a salary is important in attracting people to work (Bryant, 2013). Some researchers hold the opinion that the employees tend to stay and work in the organization when they are satisfied with their pay, (Kossivi, B., Xu, M., Kalgora, B., 2016) argue that compensation can extend retention capability in a short-term hence reward does no longer constitute a vital retention factor. Compensations allowances are necessary for the employees to be provided by the employers as the employees expect that their practical wants are equally important (Bryant & Allen, 2013). Benefits should include retirement plans, medical care, sick/ study/ maternity leaves, leave bonuses, pension etc. which are referred to as university supported benefits. If all these benefits and facilities are provided by the university, every staff member would think twice to leave the institution (Odunlade, 2012).

Career Progression

A career is characterized as the sequence of a person's professional roles throughout lifetime (Ashraf, 2016). Career growth and progression is directly related to a person's individual growth and satisfaction, the framework of career progression includes self-assessment, professional awareness, goal setting, skill training and performing (Mosadeghrad, 2008). Self-assessment includes constant evaluation of one self which eventually will lead to work hard towards the organizational goals and resulting in performance (Fleisher, 2014). When employees are provided with career opportunity plans it enhances their skills which proved to be beneficial for the organizations as the employees become more productive (Downey, 1975). At the same time, when organizations failed to recognize and consider the employees wish to grow, it results in employee's turnover ratio (Wu, 2006). Career also deals with the future of people and what skills they want to acquire; Career progression is an on-going formal approach to ensure that people with the right skills and experiences are available when needed. (Kumar, 2017). According to (Nasir, 2016), to keep the employees for a longer duration and to reduce the employee turnover organizations needs to offer career opportunities to their employees. The Organizations that provide employees with sufficient training and career opportunities will help the employees to continue with their present jobs and it will also help the organization to lower the turnover (Akhter & Iraqi, 2018). There exist a negative relationship between employee turnover and career opportunities however opportunities of career growth can be used as tool by organizations to predict the employee turnover (Bashir, U., Ramay, M. I., 2010).

Job stress

Job stress can be described as the negative physical and emotional responses that occur when the job needs do not suit the worker's skill or resources thus job stress pose a threat to the health of employees more than ever. The load of work burden can cause stress that may results employee intention to leave (George, 2015). If the company or management does not value its workers for their hard work and commitment to the organization, it creates stress and produces the intention of leaving often (Crossman, 2006). The high stress rate leads to workplace dissatisfaction and low job results. This situation provides a favorable environment for employees ' turnover intention. They finally leave the job and start finding a better opportunity. (Bashir, U., Ramay, M. I., 2010). Because of the rapid changes in the framework of higher education, the academicians often experienced a significant increase in administrative roles which caused psychological problems. The main factors of this situation are excessive research work, lack of time and resources, as well as tons of additional classes (Khan, E., Aqeel, M., Riaz, M., 2014). Whether an organization is small or large in size, stress occurs and affects in different scenario, however stress could be proved sometimes beneficial but may also cause an adverse results like deteriorating performance, little satisfaction towards job and finally leading employee to leave the organization (Firdous, 2017). According to (Heidi Jane M. Smith, 2020) one of the factors that affects the employee turnover is job or work stress because of overload of work or role ambiguity.

Methodology

The study is quantitative and explanatory in nature. The sample size is 280 faculty members, the convenience sampling method is used (Zikmund, Babin, Carr, & Griffin, 2013). Primary data is collected through survey questionnaire. The independent variables include the compensation & benefits, career progression and job stress, while the dependent variable is the faculty turnover. Data has been collected primarily through questionnaire and existing literature. The deductive approach is used, which is general to specific reasoning to understand the relationship between variables.

Sampling, Data collection and Analysis

Non-probability sampling is used in this study using convenience sampling to easy accessibility of HEIs academic staff. This research is quantitative and explanatory in nature to understand the characteristics and relationship of variables. The data collection method is primary through survey questionnaire as well as secondary through research literature reviewed, time horizon is cross-sectional. Primary data has been collected by survey questionnaire which is adopted (Shami, Ali, & Rehman, 2015). The survey questionnaire has included the questions which were based on Likert scale (McLeod, 2019) and were formulated on the basis of independent variables. Data is collected from the academic staff of DHA Suffa University, Iqra University, IoBM, Mohammad Ali Jinnah University (MAJU), Behria University Karachi and SZABIST, all are private sector universities situated in Karachi. For data analysis SPSS is used and to identify the impact of independent variables on dependent variable the multiple regression analysis is carried out; as whenever more than one independent variable exists to investigate the

impact on dependent variable regression analysis is used (Zikmund, Babin, Carr, & Griffin, 2013).

Result

Demographics Profile (Table 1)						
			Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Valid	Male	137	59.6	59.6	59.6
		Female	93	40.4	40.4	100.0
		Total	230	100.0	100.0	
	Out of 230 respondents 137 (59.6 %) were male and 93 (40.4%) were female.					
Age	Valid	25 > 30	107	46.5	46.5	46.5
		30 > 35	55	23.9	23.9	70.4
		35 > 40	48	20.9	20.9	91.3
		Above 40	20	8.7	8.7	100.0
	Total	230	100.0	100.0		
Out of 230 respondents 107 were aged between 25-30 years (46.5 %), 55 were aged between 30-35 years (23.9 %), 48 were aged between 35-40 years (20.9 %) and 20 were aged over 40 years (8.7 %).						
Department	Valid	Management Sciences	112	48.7	48.7	48.7
		Computer Sciences	78	33.9	33.9	82.6
		Electrical Engineering	31	13.5	13.5	96.1
		Mechanical Engineering	9	3.9	3.9	100.0
	Total	230	100.0	100.0		
Out of 230 respondents 112 (48.7) were from MS Department, 78 (33.9) were from CS Department, 31 (13.5) were from EE Department and 9 (3.9) were from ME Department.						
Professional experience	Valid	0 > 5	94	40.9	40.9	40.9
		5 > 10	70	30.4	30.4	71.3
		10 > 15	51	22.2	22.2	93.5
		Over 15	15	6.5	6.5	100.0
	Total	230	100.0	100.0		
Out of 230 respondents 94 (40.9%) were having teaching experience less than 5 years, 70 (30.4%) were having teaching experience more than 5 but less than 10 years, 51 (22.2%) were having teaching experience more than 10 but less than 15 years and 15 (6.5%) were having teaching experience more than 15 years.						

Correlation reliability (Table 2)		
	Cronbach Alpha	No of items
Compensation & benefits	0.743	5
Career Progression	0.819	7
Job Stress	0.732	5
Turnover	0.748	5

For this study reliability is assessed by Cronbach alpha; the reliability has showed positive results ranging from 0.732 to 0.819. Reliability is referred to getting similar results whenever the questionnaire is repeated with same of population (McLeod, 2019). It shows the questionnaire's high reproducibility and consistency.

Regression (Table 3)			
Independent Variables	Beta (β)	t-value	p-value
Compensation benefits	0.036	0.481	0.631
Career progression	0.137	2.659	0.008
Job stress	0.111	1.547	0.123
Adjusted $R^2 = 0.046$ (acceptable range 0 to 1) F-Statistics = 4.653 Sig = 0.000			

The results show all positive β coefficients but the only significant β coefficient with p-value less than 0.05 is career progression independent variable with $\beta=0.137$, p value=0.008 which is less than 0.05 and indicates significant relationship between career progression and faculty turnover.

Compensation & benefits has $\beta= 0.036$, the value of p=0.631 which is not less than 0.05 meaning by there is insignificant relationship between career progression and faculty turnover.

Job stress has $\beta=0.111$, the value of p=0.123 is not less than 0.05 meaning by there is insignificant relationship between job stress and faculty turnover.

Discussion and Conclusion

Faculty is the most important element of educational institutions, their qualification and quality of deliverance result into production of quality alumni (Akhter F. , 2016). The objective of this research was to find out the major factors that affect the faculty turnover in the Higher Education Institutes of Karachi. After studying research on different sectors like textile and banking industry which suggested that the factors like compensation & benefits, career progression and job stress play vital role in the satisfaction and productivity of employees and these can help manage the turnover by

improving these variables. (Mubarak, 2012). According to the results, the career progression factor impacted significantly the faculty turnover in HEIs of Karachi, this was consistent with the existing literature review. Many past researches concluded the career opportunities as one of the factors that affects the turnover of employees in different sectors and organizations (Nasir, 2016) have mentioned the factors compensation & benefits and job stress as one of the reasons why employees leave an organizations who are working within different industries (Saima, Hamid, & Mavara, 2012). The study concludes that all the hypotheses were tested using SPSS software and Cronbach Alpha was used to check reliability, Multiple regression was used to assess the relationship between independent and dependent variable. Through the findings of this research it was analyzed that career progression factor proved to significantly impact the faculty turnover in Higher Education Institutes of Karachi while the other factors including compensation & benefits and job stress does not impact significantly the faculty turnover.

Recommendations

- The management of Higher Education Institutes can improve the factor of career progression to retain their faculty members and lower the rate of faculty turnover. (Nasir, 2016).
- When employees are provided with career opportunity plans it enhances their skills which proved to be beneficial for the organizations as employees become more productive (Kumar, 2017).
- Organizations that provide employees with sufficient training and career opportunities will help the employees to continue with their present jobs and it will also help the organization to lower the turnover.
- To order to be successful for employees with their job performance, employees may need encouragement and support in evaluating and reassessing their priorities and activities. They need a chance to grow for this approach. Career progression increases the morale and productivity of employees, hence focuses in attracting top employees and retaining respected employee working in organization (Fleisher, 2014).
- Past research has concluded that the impact and influence of career progression play vital role in the turnover of employees working in the organizations and hence recommended to design such strategies and policies in which career progression should remain a priority. (Khan, 2017)

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