

Impact Of Organizational Culture on Employee Retention In Higher Education Institutions

By

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Abstract

The study looks into the impact of organisational culture on employee retention in higher education institutes (HEIs). According to a review of the literature, the issue of culture in relation to employee retention has not been addressed much particularly among higher education institutes. The study employs all cultural model because limited efforts have been made to investigate the impact of each type of culture that has an impact on employee retention. The study was conducted on 264 employees working in higher educational institutions using convenience random sampling. The data was collected using questionnaire method. SPSS were used to extract the desired results using statistical tools. The study's findings revealed that, achievement culture was the most prevalent in higher educational institutions. This study suggests that higher education institutes (HEIs) can retain their highly skilled employees, authorities and policymakers should increase the extent of achievement culture and support culture by developing conducive policies and environment so that employees can be retained and also decrease the extent of negative culture as perceived by the employees if any.

Keywords: Organisational Culture, Support Culture, Power Culture, Role Culture, Achievement Culture, Employee Retention.

Introduction

The term "organisational culture" refers to the attitudes and values that have been ingrained in a company over a significant period of time, as well as the staff's convictions and expectations for their job. Corporate culture acts as a control mechanism to steer behaviour away from undesirable practises and towards desired behaviours. Increasing staff performance has always been a top priority for the firm. An organization's work culture is a direct effect of its important goals and character traits. The two main components that go into creating a productive workplace are the staff and management. Culture may have a significant influence on how long employees stay with any given firm. Using several higher education institutions in Institutions, the study on this investigation effort seeks to access analytically the impact of organisational culture on worker/employee retention. The inquiry focused on determining how organisational culture affects employee retention.

The ability of higher education institutions to adapt to change, enhance procedures, and remain competitive will be crucial to their survival in today's competitive world. As a result, in order to avoid becoming out-dated and ensure their ability to survive, these

institutions are now required to have the flexibility necessary to adapt to the changes placed on them by the environment. All of its workers must be able to study at these institutions, and these institutes must have a specific set of qualities in order to adapt to the changing demands of a particular environment.

Engagement among faculty members benefits society as a whole as well as its members. It improves efficiency and effectiveness in the classroom at higher education institutions. These factors are significant in Indian higher education. The Indian government is very keen about offering top-notch higher education. Yet, the goal of delivering high-quality education will not be realised without employee involvement among the teaching personnel. Hence, in order to enhance excellent education, higher education institution professors must be engaged in their work.

Higher Education Employee Retention

The most important resource for every institute is a strong faculty. Today's work market places a great demand on talented job searchers. As a result, these job seekers change employers if they are unhappy for whatever reason. The nation's leading universities and institutions uphold high standards and attributes as a result of which they have been able to keep their faculty members and staff for many years (Brockbank, 1999). Higher ability and higher quality teachers provide a quality education that aids in the kids' overall growth.

Employee Turnover Major Reason

Recognition Deficit

Every employee at a company wants to be recognized for a job well done in line with management expectations (Brown, et. al., 2008). They do not necessarily desire rewards or financial recognition. An open compliment from senior management is the most priceless form of acknowledgment. The benefits of employee recognition are numerous. At the same time that it maintains employee motivation, it also reinforces the workers' constructive actions and behaviours. When an employee feels unappreciated despite completing a task well, their enthusiasm for the work and dedication to the company deteriorate.

A desirable wage or benefits package

A desirable pay or compensation package is essential for retaining employees. In actuality, it plays a significant role in every employee retention process. Every employee has some amount of anticipation for their pay or other form of compensation. This covers the base pay and other benefits. When their management gives them rewards for doing extra work, faculty members are motivated.

It is frequently observed that faculty members become demoralized by bad wage arrangements. The turnover rates in those institutions are also very high.

A lack of obstacles

A company's success depends on its ability to keep its employees happy. The turnover rate declines concurrently with increased employee satisfaction. Another major factor in high turnover is a lack of challenges in the workplace. In order to feel pleased, good employees need challenges where they can demonstrate their skills.

When a job is interesting, an employee gives it their all. If they aren't motivated to keep doing the same thing, they can become bored and give up. A repetitive task decreases a

person's desire to perform at their highest level. Employees continue to show up for work each day in this situation, but the quality of their job declines.

Less creative labour and More Clerical Work

Employees' tasks remain exciting and difficult thanks to creativity. These kinds of occupations improve the overall working environment and make it more pleasant for the employees. Employees seek for innovative and difficult occupations naturally; otherwise, they lose interest. In India, teachers are required to perform several clerical tasks that consume a significant amount of their working time practically every day (Eisenberger, et. al., 2002). As a result, teachers have less time for original and creative projects. This prompts people to quit their current jobs and hunt for ones where they can foster their ingenuity and creativity.

Inadequate job rotation

Higher education in India focuses primarily on theory. Higher education has a relatively weak practical component.

Workplace Climate and Culture

High turnover in academic institutions is also largely attributed to the workplace. A welcoming and comfortable work environment is what employees demand. This explains why people change jobs frequently. Unfavourable workplace cultures put employees under unnecessary stress and pressure, which is one of the main causes of the high resignation rate.

Family circumstances

Everyone prioritizes their families, but especially female employees. Family circumstances have a significant impact in job switching and resignations for the majority of women employees. When their spouses are transferred, female faculty members frequently quit their employment. Medical circumstances including pregnancy and weakness also compel the female faculty members to leave a work. When a female faculty member's husband is transferred, she must move along with her husband and family.

Work and Life Balance:

Another major factor contributing to the high turnover rate in India's education industry is the imbalance between work and life. A faculty member will naturally try to leave their current position if they continue to feel personally disturbed and unsatisfied. Unbalanced work-life situations can result in resignations and job changes. Some of the causes include the odd location of the company, a lack of amenities and sanitation, inadequate communication and transport systems, and a subpar canteen facility.

Absence of Academic Leadership as Expected:

Another significant factor contributing to India's high academic turnover rate is a lack of the expected academic leadership. Leaders are more concerned with revenue and business. Faculty members receive less or no attention from them. Academic directors should provide the faculty their undivided attention to ensure that each member remains dedicated to the institute. Academic leaders like the HOD and Principal should give faculty members all the assistance they need and do their utmost to create an environment where they can work enthusiastically. Academic leaders should also make sure that the institutions uphold moral principles so that faculty members are glad to be associated with them (Herzberg, 1966). Because they were unable to articulate any clear organizational values, faculty members may show continued loyalty to their leaders but not to the company. The calibre of an organization

is determined by the calibre of its staff and students. The development of those traits calls for the leadership of academic institutions.

Students

Any educational system must include students as a crucial component. Everything in a system of education is designed or organized with the requirements and desires of the pupils in mind. Teachers become interested in teaching if the students are intelligent and attentive. High turnover rates may be caused by low student quality. By preserving the calibre of its faculty and students, an institution can continue to excel.

Review Of Literature

Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022) observed ordering to the findings, managers and directors of public organisations can inspire their dependents to feel more committed to their organisations. Employees' sense of accomplishment and innovation, as well as their sense of belonging and responsibility, can benefit from this. Reduced turnover and flight to other administrative areas are also important. This type of employee strength can be a valuable ally in achieving the administrative unit's goals because it can rely on a true and priceless ally: the devoted employee.

Sousa, M., Raposo, M. J., Mendonça, J., & Corchuelo, B. (2022) in this study evaluates the current organisational cultures of two public higher education institutions in Portugal and Spain. Both institutions have undergone statutory revisions as a result of framework laws intended to change the structure and mission of their educational institutions in the direction of the transition from the collegium model to the enterprise model. It is expected that their organisational cultures will shift towards a market culture in response to the new regulatory conditions. Singaram, S., & Mayer, C. H. (2022) in his study focused on the perspectives of academic staff and administration within the university. The results add to the body of information and conversation around organisational culture, 4IR implementation, and response to the COVID-19 epidemic at a HEI in the SA environment. It also sheds light on how academic staff members were impacted by the quick shift to online education during the tight limitations in SA brought on by the epidemic. Finally, the study demonstrates how an organisational culture that is well maintained can be used to support new strategies, accommodate changes in the external environment, and harmonise the vision and behaviour.

Pranitasari, D. (2022) found Internal communication inside an organisation directly improves job engagement, while work engagement among lecturers is negatively impacted by organisational justice. Intra-organizational communication directly enhances intrinsic rewards, while organisational fairness positively impacts intrinsic compensation policy. Internal rewards have a direct positive impact on personal growth, as lecturers will be more motivated to pursue self-development if the institution's intrinsic reward programme is better.

Balasubramanian, K. (2022) observed in his study that Indian IT companies are comparable to multinational companies in many ways, and can attract and keep outstanding people by implementing a strong retention plan to reduce attrition.

Žalėnienė, I., & Pereira, P. (2021) found Higher education institutions bear a significant burden in assisting the SDGs targets and developing future sustainability leaders. Higher education shapes adult thinking and is viewed as a "changing agent" for sustainable development, but it is not available to everyone. Despite this, there are a number of indicators associated with higher levels of education, including low unemployment, a low infant

mortality rate, and low levels of pollution. Furthermore, a higher education aids in the acquisition of well-paying jobs.

Ikram, A., Fiaz, M., Mahmood, A., Ahmad, A., & Ashfaq, R. (2021) in his paper illustrates how internal branding influences employee retention and how internal CSR plays a regulating role. Using the provided literature, the internal branding of HEIs was evaluated in the context of internal marketing communication and human resource management. Internal branding is a significant issue for Pakistan's higher education institutions. A comprehensive conceptual model for branding is urgently required, as is additional empirical research to determine the true potentials of internal branding in the higher education sector. Although the current study excludes the importance of internal CSR as a moderator between internal branding and employee retention, this article provides some evidence to support the idea that internal branding influences employees' intentions to stay with the company. With the exception of the internal CSR, these findings provide empirical support for the proposed connotation.. The findings offer some recommendations for academics and professionals to comprehend the value of internal branding.

Chahar, B., Jain, S. R., & Hatwal, V. (2021) found in his study examines the mediating effect of employee motivation between training and commitment, retention, and performance at higher education institutions in the Indian setting. The findings indicate a correlation between faculty performance and the faculty training and development programme. These findings confirm earlier research that employee performance is influenced by employee motivation. To ensure that employees are consistently motivated at work, organisations should determine what genuinely inspires people and take the required actions. Performance can be improved through management techniques and styles, starting with coaching. Enhancing faculty recognition and reputation, upping the level of challenge and excitement at work, boosting opportunities for career growth, and paying closer attention to faculty members' fair salaries and perks are all necessary to increase faculty motivation.

Lažetić, P. (2020) developed to inspire higher education scholars to adapt to the visual and digital change in social research and deepen their understanding of institutions online. It also argues that website analysis is one type of research that can be carried out without outside funding, which may help it gain popularity and inspire new higher education researchers.

Seikkula-Leino, J., & Salomaa, M. (2020) suggested in his study that our goal was to examine the practical application of entrepreneurial activities and thought after the Tampere University of Applied Sciences strategy overhaul. Our methodology allowed us to examine the types of entrepreneurial skills required in the context of higher education to influence organisational change, which can have a substantial long-term socioeconomic impact. Overall, the findings from the pilot study are encouraging with regard to the organisational and individual behaviours, both of which were thought to be entrepreneurial.

Mamatha, S. V., & Geetanjali, P. (2020) observed Hofstede's cultural components were examined in this article, but other aspects of the model can be investigated in next studies. The essay took into account case studies and articles relevant to each founder, and the application of this model for analysing the impact of founder leaders' cultures in the development of subcultures inside an organization's culture can be explored in further research.

Singh, A. (2020) in this study aimed to identify the predominant organisational culture type in the Indian IT sector. It found that market culture is the most prevalent form of culture, indicating that the sector is aggressive and goal-oriented. A leadership style that emphasises competition, stability, and control is an excellent example of a market culture.

Morris, N. P., Ivancheva, M., Coop, T., Mogliacci, R., & Swinnerton, B. (2020) found in the study that has examined the factors influencing decision-makers in English institutions when taking the expansion of online learning into account. It found that university senior managers are balancing a number of factors, including the need to increase revenue, increase enrollment from lower-income backgrounds and developing countries, and diversify the student body. Universities are experimenting with a variety of strategies to boost online education, such as collaborations with OPMs, online platform providers, and usage of in-house resources. This study has also shown the advantages and disadvantages of further unbundling educational services offered online. Universities must take precautions against this disaggregation of education and its unintended consequences.

Research Gap

One can say that there is no literature on the point of employee engagement and retention of faculty members in Institutions after reviewing various articles and reports on the three sub-themes of employee engagement and retention, higher educational institutions, and faculty engagement and retention of faculties related to the title of the study. Also, no research has been done to determine whether the faculty members of Sikkim's universities are happy and involved in their job, as well as whether they want to stay at their current employers or are seeking for other, more advantageous employment possibilities. So, this study will attempt to close the knowledge gap.

Research approach

The current study is descriptive in nature, yet it is also empirical research. In higher education in Institutions, this study attempted to analyse the effect of organisational culture on staff retention. A blueprint has been created taking into account the sample region, sample size, data collection procedures, and techniques for data interpretation. Questionnaires are used to gather data while keeping the study's goals in mind.

Sample Design

A sample of 264 employees from various higher education institutions were collected using convenience random sampling to find out the Effect of organisational culture on employee retention in higher education in was a topic covered in great detail in the survey questionnaire.

Formation of Questionnaire

The development of the questionnaires was based on earlier studies, and the questions are quite pertinent and educational. It is important to consider the employees' comfort and time when designing the questions.

Objectives of the Study

1. To understand the theoretical Impact of organization culture on employee retention in higher education Institutions.
2. To examine the impact of demographic factors on organization culture on employee retention in higher education Institutions.
3. To examine the impact of socio economics factors on organization culture on employee retention in higher education Institutions.

4. To examine the impact of return factors on organization culture on employee retention in higher education Institutions.

Formulation of Hypothesis

The hypotheses of the present study are:

H01: There is no significant relationship between demographic factors and organization culture on employee retention in higher education Institutions.

H02: There is no significant relationship between, socio economic factors and organization culture on employee retention in higher education Institutions.

H03: There is no significant relationship between return factors and organization culture on employee retention in higher education Institutions.

Result And Discussion

SPSS (Statistical Package for social sciences) is used to analysis the collected data and regression analysis is used to find out the result. Skewness charts and P-P plots chart have been used to find out Impact of organization culture on employee retention in higher education institutions.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.080	4	34.520	65.086	.000 ^b
	Residual	137.897	260	.530		
	Total	275.977	264			

a. Dependent Variable: organization culture

Table no. 0.1 which analyses variance between Impact of organization culture on employee retention in higher education Institutions of 264 respondent the value of P ($P < 0.05$) that this regression is significant organization culture on employee retention in higher education Institutions as independent variable. This test is calculated at 5% degree of freedom.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707	.500	.493	.72827

a. Dependent Variable: organization culture

Table No. 0.00 shows correlation $R = 0.707$ of the significant predictors i.e. as we analyse this table we see from the model, that organization culture on employee retention in higher education Institutions influenced the organization culture on employee retention in higher education Institutions which explains 70% variability in the foreign trade. The R^2 Explain 50% variation i.e. demographic factors, Socio economics factors, Return factors are the major factors that influenced the current origination culture . The Adjusted R^2 also reported that the independent variable i.e. demographic factors, Socio economics factors, Return factors explain 49% variation in the orbitalational culture.

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.497	.139		3.588	.000
1 demographic factors	.313	.053	.352	5.862	.000
Socio economics factors	.225	.058	.242	3.867	.000
Return factors	.003	.043	.003	.067	.947

a. Dependent Variable: organization culture

Table No. 0.00 examines the B value of the independent variable which is positively related and the regression coefficient of origination culture is 0.497 .The sample regression equation is as follows

$$Y = 0.497 + 0.313 X + 0.225 Y + 0.003 Z$$

this equation says that if one-unit change takes place in the demographic factor, socio economics factor and return factor will change then the origination culture will change 0.313, 0.225 and 0.003 times.

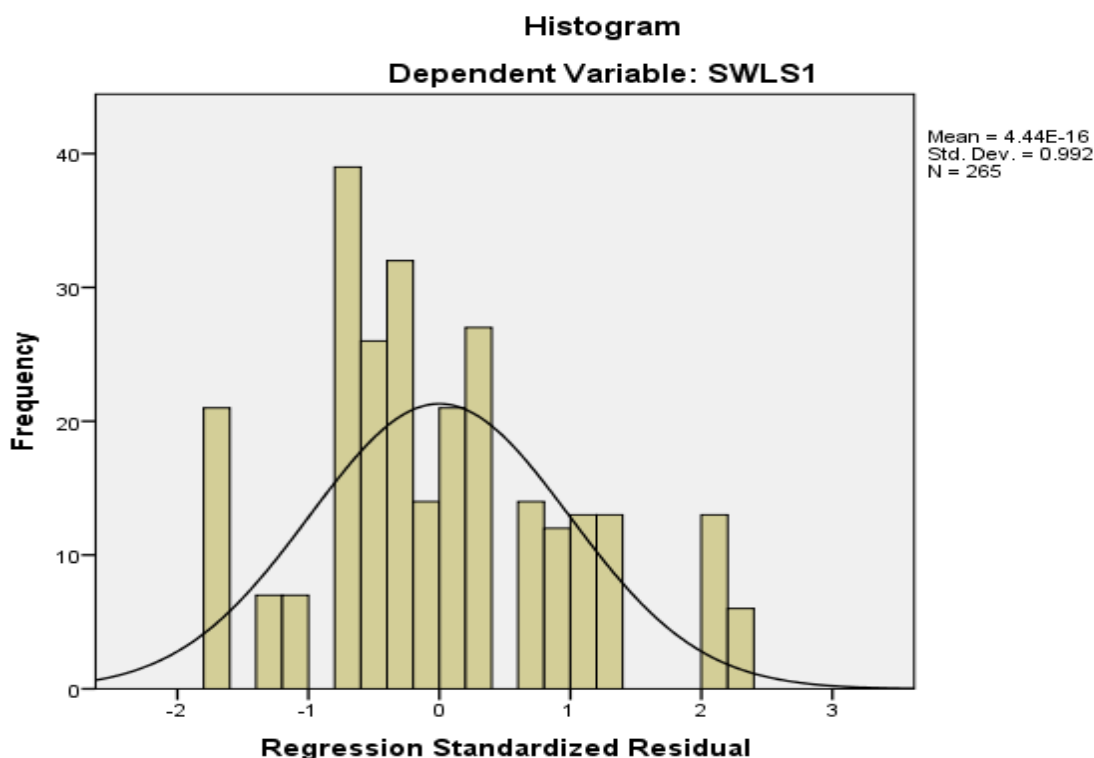


Chart1 of normal distribution values of all variables the negative side of histograms show long tail, which is negatively skewed result. On the Histogram chart all the data is not on the diagonal line which is deviation. The points which close to the diagonal

line, it shows less deviation. Histogram of shows that the data points are almost on the diagonal and deviation is negligible.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.248	4	30.062	50.190	.000 ^b
	Residual	155.730	260	.599		
	Total	275.977	264			

a. Dependent Variable: organization culture

Table no. 0.1 which analyses variance between Impact of organization culture on employee retention in higher education Institutions of 264 respondent the value of P ($P < 0.05$) that this regression is significant organization culture on employee retention in higher education Institutions as independent variable. This test is calculated at 5% degree of freedom.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.427	.77392

b. Dependent Variable: organization culture

Table No. 0.00 shows correlation $R = 0.660$ of the significant predictors i.e. as we analyse this table we see from the model, that organization culture on employee retention in higher education Institutions influenced the organization culture on employee retention in higher education Institutions which explains 66% variability in the foreign trade. The R^2 Explain 43% variation i.e. Colleagues Culture and behaviour, Hard Work of employees and Extra Time Work of employees are the major factors that influenced the current origination culture. The Adjusted R^2 also reported that the independent variable i.e. Colleagues Culture and behaviour, Hard Work of employees and Extra Time Work of employees explain 42% variation in the orbital culture.

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.648	.174	3.715	.000	
	Colleagues Culture and behaviour	-.097	.081	-.079	-1.189	.235
	Hard Work	.569	.067	.570	8.474	.000
	Extra Time Work	.323	.077	.358	4.174	.000

a. Dependent Variable: organization culture

Table No. 0.00 examines the B value of the independent variable which is positively related and the regression coefficient of origination culture is 0.648. The sample regression equation is as follows

$$Y = 0.497 - 0.097 X + 0.569 Y + 0.323Z$$

this equation says that if one-unit change takes place in the demographic factor, socio economics factor and return factor will change then the origination culture will change - 0.097, 0.569 and 0.323 times.

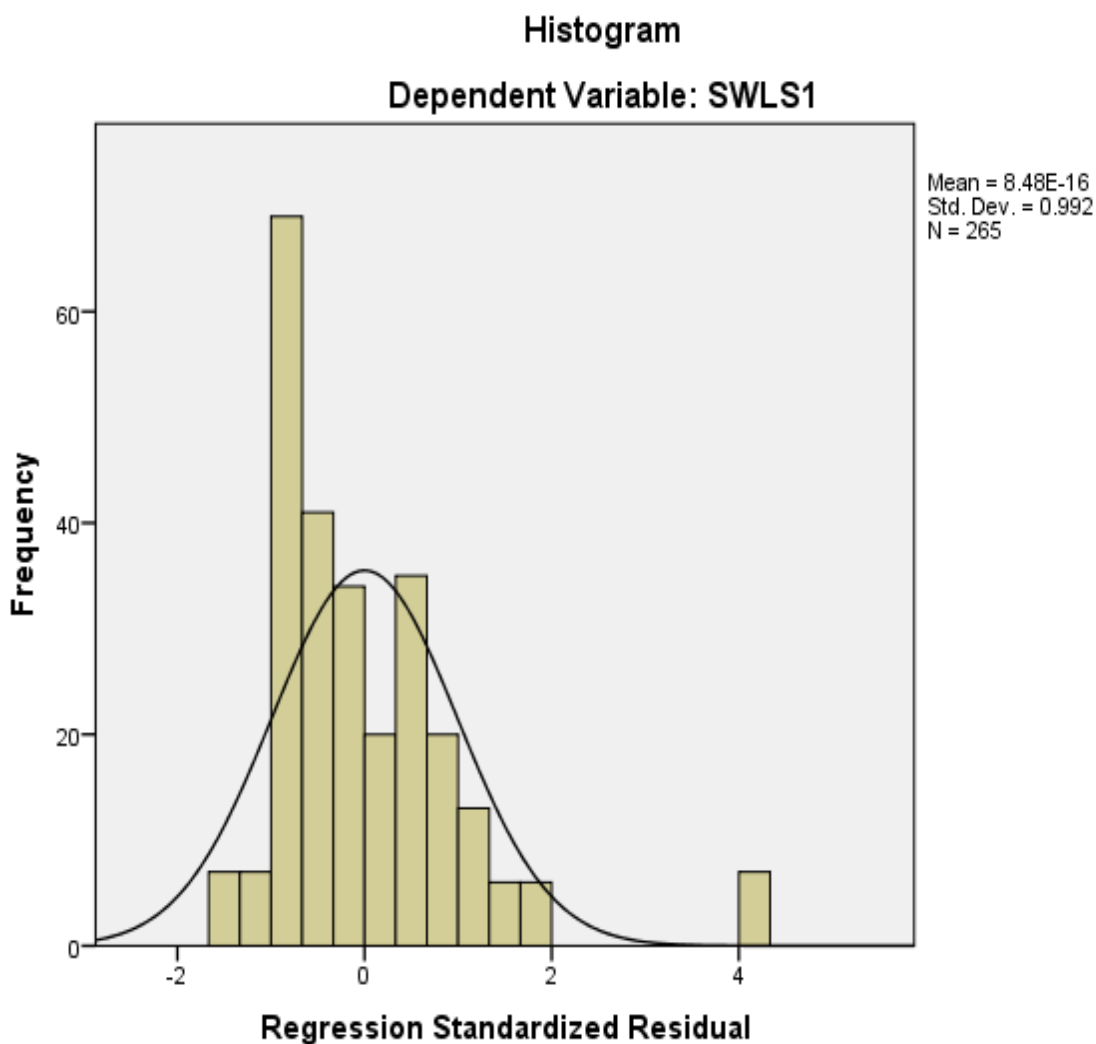


Chart1 of normal distribution values of all variables the negative side of histograms show long tail, which is negatively skewed result. On the Histogram chart all the data is not on the diagonal line which is deviation. The points which close to the diagonal line, it shows less deviation. Histogram of shows that the data points are almost on the diagonal and deviation is negligible.

Normal P-P Plot of Regression Standardized Residual

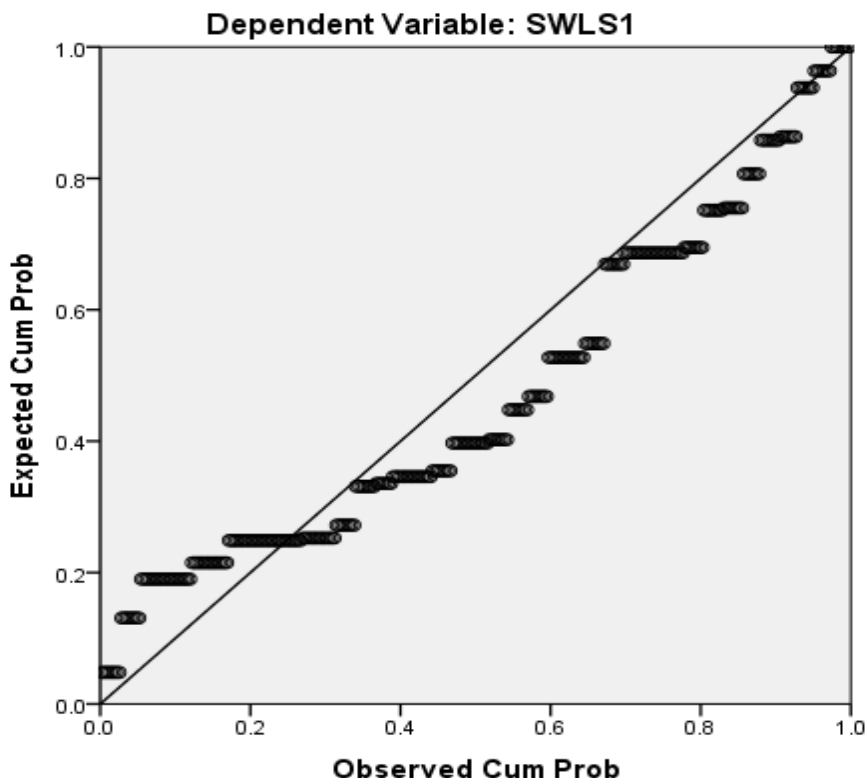


Figure 0.00 shows the scatter diagram and represent true population regression line the regression line in this diagram known as the simple regression line.it can be positive or negative the sign depending on the sign of the term of numerator, in our case it is positive and significantly measures the covariation of between the variables.

Conclusion And Dissuasion

S.N	Hypothesis	P- Value	Result
1	There is no significant relationship between demographic factors and organization culture on employee retention in higher education Institutions.	0.0000	Rejected
2	There is no significant relationship between, socio economic factors and organization culture on employee retention in higher education Institutions.	0.0000	Rejected
3	There is no significant relationship between return factors and organization culture on employee retention in higher education Institutions.	0.00000	Rejected

Implication of the Study:

The study has many implications for policymakers at various higher education institutes. Authorities and policymakers must consider the issue of organisational culture as a key factor influencing staff retention and thus include it when designing/developing their university's/college policy framework. Power culture has a significant and negative impact on employee retention at private colleges in Institutions, necessitating action by authorities and policymakers at these institutions to reduce the extent of power culture within their institutions. According to the research findings, it is critical for the administrators and policymakers of private universities and colleges to create cultures that are well-liked and consistent with the interests of the employees.

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