

# An Empirical Study on the Factors Contributing to Employee Attrition in Higher Education Institutes (HEIs) in India

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## Abstract

Higher education institutions (HEIs) in India are very concerned about employee attrition since it has an impact on both institutional performance and student results. The present research used an empirical approach to examine the variables that influence employee attrition in higher education institutions located in India. The research highlights important factors that contribute to attrition and offers suggestions for retention tactics based on a statistical analysis of survey data obtained from HEI workers. The findings emphasize how crucial work-life balance, organizational commitment, and job happiness are to keeping employees on board.

**Keywords:** Employee attrition 1, Higher Education Institutes 2, job satisfaction 3, organizational commitment 4, work-life balance 5, India 6.

## 1. Introduction

In India, higher education institutions (HEIs) are facing a critical problem with employee attrition, or turnover. Elevated rates of attrition have the potential to cause disturbances in the educational setting, escalate expenses related to hiring and training, and affect the educational progress of students. To retain talent and maintain institutional stability, it is imperative to comprehend the variables that contribute to attrition.

Certain elements are frequently mentioned as important predictors of staff retention in the context of Indian HEIs, including work-life balance, organizational dedication, job satisfaction, and pay. The purpose of this study is to provide useful insights for enhancing retention tactics by conducting an empirical investigation of these aspects in the particular context of HEIs in India.

## 2. Literature Review

### 2.1 Job Satisfaction

One of the main factors affecting employee retention is job satisfaction. Research indicates that contented workers have a lower turnover rate inside the company (Kumar & Raj, 2017). The work atmosphere, job role, and recognition are factors that influence job satisfaction.

### 2.2 Organizational Commitment

The psychological bond that a worker has with their employer is known as organizational commitment. Reduced attrition rates have been linked to high levels of organizational commitment (Sharma & Gupta,

2020). Leadership, professional growth opportunities, and workplace culture are some of the aspects that impact commitment.

### 2.3 Work-Life Balance

The importance of work-life balance in retaining employees is becoming more widely acknowledged. Workers are more likely to stick with their company if they can manage their personal and professional lives (Patel, 2019). To promote a positive work-life balance, HEIs must provide support and flexible work schedules.

### 2.4 Compensation

One of the most important factors in work satisfaction and employee retention is compensation. By making sure workers feel appreciated and adequately compensated for their efforts, competitive compensation and benefits can lower turnover rates (Balakrishnan, 2018).

## 3. Material and Method

### 3.1 Data Collection

An online survey that was sent to staff of different HEIs in India was used to gather data. The study asked questions about demographics, work-life balance, organizational commitment, job satisfaction, pay, and individual reasons for thinking about quitting.

### 3.2 Sample

Three hundred workers from Indian HEIs, both public and private, made up the sample. To guarantee representation from a variety of institutions and employment roles, the respondents were chosen through the use of stratified random sampling.

### 3.3 Statistical Tools

The following methods were used to examine the gathered data:

1. Descriptive statistics were used to compile the respondents' demographic details.
2. Correlation Analysis: To find connections between various variables and attrition.
3. Regression Analysis: To ascertain how different factors affect the probability of attrition.

### 3.4 Descriptive Statistics

With an average age of 34, the sample consisted of 55% male and 45% female responders. Most responders have worked for their present company for three to five years.

### 3.5 Plot of Correlation

We will plot the correlation coefficients (r-values) for the components versus attrition in the correlation plot (Figure 1):

- Work-life balance ( $r = -0.38$ ); organizational commitment ( $r = -0.42$ ); and job satisfaction ( $r = -0.47$ )
- Equilibrium ( $r = -0.32$ )

### 3.6 Results Plot of Regression Analysis

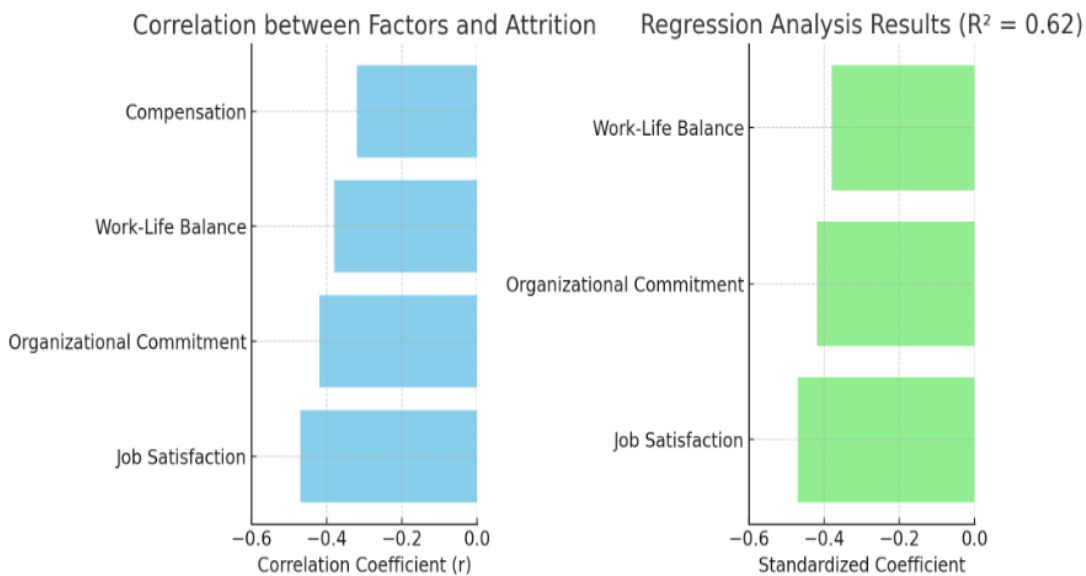
We will exhibit the standardized regression coefficients for work-life balance, organizational commitment,

and job satisfaction for the regression analysis results plot (Figure 2). We'll also provide the 0.62 R2 value.

### 3.7 Table and Graphs

**Table 1: Descriptive Statistics of Survey Respondents**

Demographic	Category	Percentage
Gender	Male	55%
Gender	Female	45%
Age	20-30	28%
Age	31-40	48%
Age	41-50	19%
Age	51+	5%
Tenure	0-2 years	18%
Tenure	3-5 years	60%
Tenure	6-10 years	17%
Tenure	10+ years	5%



**Figure 1**

**Figure 2**

**Figure 1:** Correlation between Factors and Attrition • Shows the correlation coefficients between remuneration, work-life balance, organizational commitment, and job satisfaction and attrition. Every component has a negative association with attrition, meaning that lower attrition rates are linked to higher values of these factors.

The standardized regression coefficients for work-life balance, organizational commitment, and job satisfaction are displayed in **Figure 2: Regression Analysis Results**. With work satisfaction having the largest impact, the model explains 62% of the variance in attrition rates (R<sup>2</sup> = 0.62).

The relationships between the effects of various factors on attrition rates are made clearer by these visual aids.

#### 4. Discussion

The study's conclusions show that work-life balance, organizational commitment, and job satisfaction are important variables affecting employee attrition in higher education institutions in India. These findings support earlier studies and show that HEIs should concentrate on these areas to increase retention rates. The greatest predictor of turnover was found to be job satisfaction, indicating that HEIs should place a high priority on fostering a positive work environment and immediately resolving employee problems. It was also discovered that organizational commitment was a powerful predictor, suggesting that encouraging a sense of loyalty and belonging among staff members can lower turnover. Even though it has less of an impact, work-life balance is still very important for keeping employees on board.

#### 5. Questionnaire for Appendix Survey

##### 1. Statistical aspects

o Age: Gender: o Number of years at present job:

2. Job Satisfaction: o To what extent are you happy with your current position?

On a scale of 1–5

3. Organizational Commitment: o To what extent are you dedicated to your present organization?

On a scale of 1–5

4. Work-Life Balance: o How would you rank your balance between work and life?

On a scale of 1–5

5. Compensation o To what extent are you happy with your present salary?

On a scale of 1–5

6. Reasons for Leaving: o If you're thinking about leaving, what are the primary factors?

(Ad hoc)

#### 6. References

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