



STUDYING PROBLEM FACED BY RESEARCH INSTITUTE REGARDING EMPLOYEE RETENTION

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ABSTRACT

This study is limited to the selected research institutes particularly in the field of fundamental research and which are Autonomous Bodies functioning under various department of Government of India. All these selected research institutes are from Pune. These institutes are selected based on the convenience sampling. Since this may be the first time that such kind of research study is conducted on the topic, the information will be limited to samples from these institutes. Though the study involves task of finding the factual information, the data is based on the inputs given by different types of researchers.

Keywords: -Institutes, Employees, Research, Organization, Retention

I. INTRODUCTION

The topic selected for research is more focused to the Career Development and Retention of Research Employees carrying out their research in the selected Research Institutes. Research in various fields is well thought and ongoing process across the globe. Every country wants to design and develop a research programme by involving expert people to contribute in the national or international development with their novel ideas and innovations. At the same time these Research Institute attract young students in the field of research and development. The topic selected for research study typically brings out few factors influencing the career development of such researchers working in selected research institutes and also the programme designed by these institutes for retention of such talent within their institutes.

II. REVIEW OF LITERATURE

Schroder (2006) mentioned three factor basis theories for career of an individual which are reviewed to understand how factor theories help individual in career. Objective factor theory:

This theory assumes that the applicants are rational and the choice is objective based and more depending on benefits the Job. These factors may include the salary, other benefits, location, opportunities for career advancement, promotion, etc.

It can be observed that the above theories take that applicants get open choice of employers and careers. But on a practical ground when there is shortage of jobs and in strong competition for expected job impacts the decision making procedure. On many occasions individuals are forced to take whatever job is available to them. As found by Tot-Holland (2013)⁴ and his colleagues that culture can have a major influence on career choice, depending on the type of culture.

According to Clarke (2001), organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Improvement in performance such as productivity, quality, and services are the training outcomes provided that the job is strategically aligned to the organization's needs. For individual, if the desired needs of employee were fulfilled through the training programs provided, there is no doubt the desired outcome by the organization, retention on employees, will be reached. Wetland (2003) suggest that firms and individual made investment on human capital in the form of training. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program (Goldstein, 1991). According to One (1999), employees have perception to acquire new knowledge & skills which they apply on the job and also share with other employees. Research studies found that organization often delay employee training program to determine that workers personal value good matches with organization culture or otherwise, therefore to peter out the employee turnover intention (Lauri, Benson & Cheney, 1996).

Huselid (1995) suggested that perceptions of HR practices such as providing training and job security by the company are important determinants of employee retention. Moreover, some studies also state that HR practices such as benefit and training are positively related to retention because the practices motivate employees and "lock" them to their jobs (Lazear 1986¹¹⁷; Madrian, 1994¹¹⁸; Gruber & Madrian, 1994), which are so called employee retention.

According to Smith (2001) money bring the workers in the organization but not necessary to keep them. According to Ashby and Pell money satisfies the employee but it is not sufficient to retain the employee means it is insufficient factor. Money is not considered as primary retention factor (Brannick, 1999). Many organization implement very good employees retention strategy without offering high compensation or pay based retention strategy (Pfeffer, 1998). In such circumstances a wide number of factors are seems for successful retention of employees. The existence of other retention factors cannot be ignored.

III. DIFFICULTIES AND PROBLEMS FACED BY THE RESEARCH INSTITUTES

Research Institutes face lot of difficulties due to insufficient funds from the government. Government may not give total funds required by the research institute. Due to this research institutes cannot create or upgrade research facilities. Research facilities are soul of any research institutes because career development and retention programme are dependent on such facilities. Absence of research facility affect career development of research employees in research institutes.

Due to inadequate funds, research institute cannot give monetary assistance sufficiently to research employees. Even if research employees are more concerned about research work than monetary benefits, money plays an important role for building research facilities, organizing national and international conferences, etc.

Government while granting funds imposes too much bureaucratic procedure on the research institutes. This creates delay in procurement of laboratory equipment's which are essential part of research facilities. Due to this certain activity are not completed in time due to procedural delay. Getting panicked because of this, research employees think to leave such institutes. If Government does not give funds or grants and due to this if the research institute do not create or upgrade research facilities, then research employees leave such research institutes and join some other research institute.

IV. NEED FOR RETENTION IN RESEARCH INSTITUTES

The Institutes` reputation depends on the quality of talented personnel they have in the research. The Research Institutes apply various strategies for providing better working conditions, improving research facilities, providing other facilities like housing, medical, welfare, updated library, electronic equipment's, etc. required for research activities; to retain the research employees in their own institute.

The research centers carry out research and development. While the research centers focus more sharply on technology and product development, the grant-in-aid institutions concentrate relatively more on basic research.

The country's development depends on the technological and research development. Every country wants to design and develop a research programme by involving expert people to contribute in the national or international development with their novel ideas and innovations. The goal of every Research Institute is to engage people in the field of research and development.

These institutes implement the monetary and non-monetary aspects to motivate and retain such talented employees. The topic selected for research study will typically bring out the retention of such researchers working in selected research institutes and also the programme designed by these institutes for retaining them. There are various reasons why research employees leave research institutes.

V. PROGRAMME FOR RETENTION AND REASONS FOR LEAVING

Since the research institutes are autonomous bodies, they are empowered to design and develop their own programme for recruitment, human resource practices, and career development programme and retention strategies.

For these activities they get funds from the Government. So what are the advantages of these human resource practices to Research Employees working in such organizations? Even after such programme, research employees leave research institutes and that required a study so as to understand what are possible reasons.

Research Employees have passion to do research for the country, strong academic interest, very simple leaving, etc.

But at the same time they are not after money oriented jobs despite that they have better qualifications for those jobs.

As rightly said in the article 'Employee Motivation' - For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. This study found the other side of these research employees. They are more concerned about their research work.

They feel that job satisfaction is more important than monetary benefits. The main reasons for their leaving are lack of proper recognition to research work, non-availability of state-of-art research facility, absence of facilities like housing, medical, etc.

VI. CONCLUSION

The responses given by all the respondents have been codified numerically so that statistical calculations are worked out. Numerical data presentation helped in understanding the tendency of perceptions of respondents. There are many theories which have been established in the management books about career, career development and retention of employees.

Job security, flexible working hours, provision of welfare facility, training and development programme are to be improved for career development and retention of research employees. Based on the suggestions, researcher tried to make few recommendations to the Government of India related to funding and avoiding intervention of too much of bureaucracy. Suggestions have

been also given to the research institutes for overall development and creation of facilities as well as to research employees to be judicious while using resources.

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