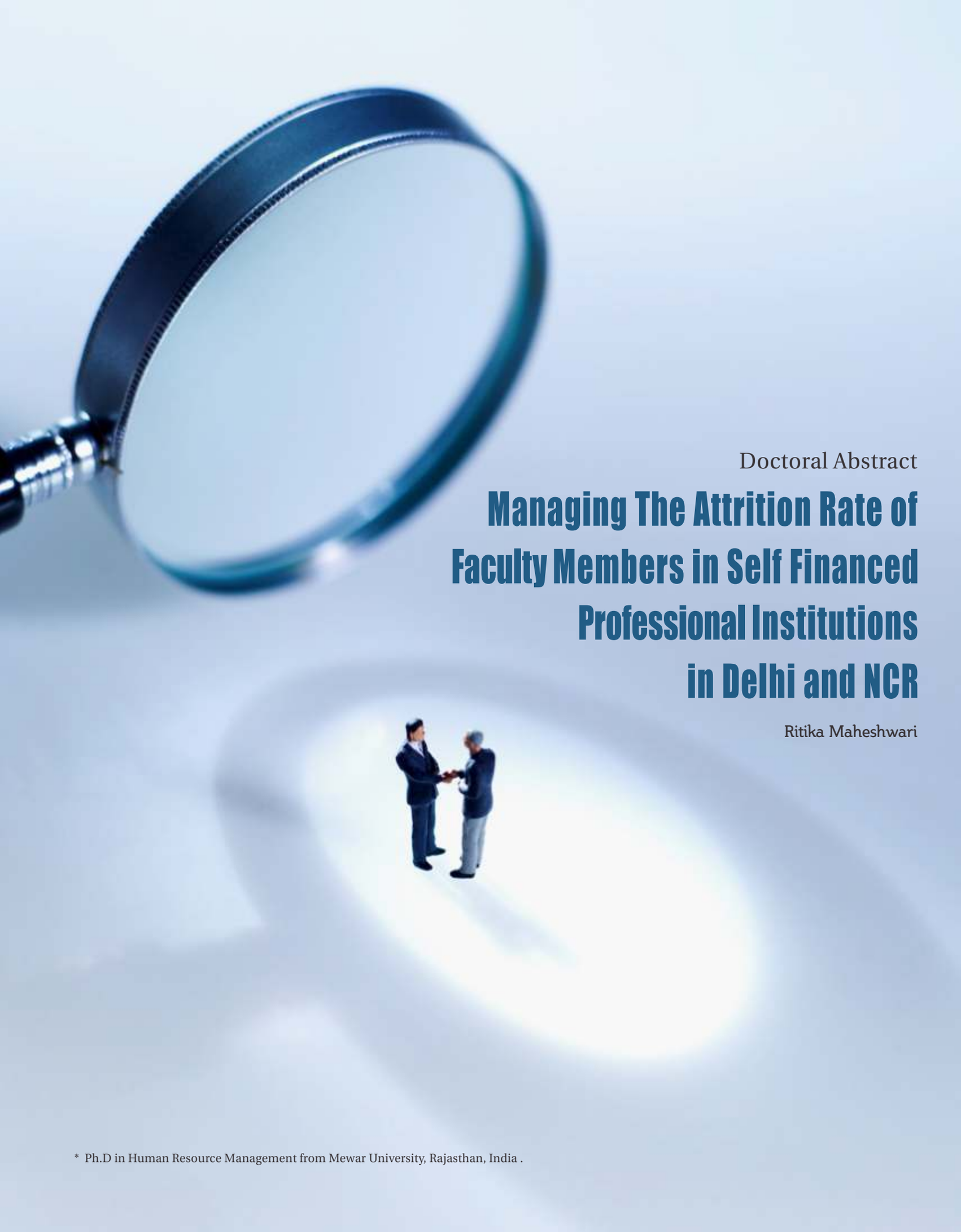

Doctoral Abstract

Managing The Attrition Rate of Faculty Members in Self Financed Professional Institutions in Delhi and NCR

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INTRODUCTION

Liberalization of the Indian economy and rationalization of business procedures has ensured a high economic growth with a rapidly expanding base for the manufacturing and hi-end service sectors like finance, telecommunication, information technology etc. leading to the growth of higher education sector. In order to meet the demand, lots of private higher education players have entered into the education sector with a variety of courses and specialization. At present India is striving to compete as a globalized economy in areas that require highly qualified and trained professionals, and thus the quality of higher education has become increasingly important. Experience which the students will derive from higher education is, to a large extent, dependent on the performance of faculty, both as teachers and researchers. The faculty has a major role in student learning and thus in the present research, an attempt has been made to formulate an approach to prioritize the initiatives that institutions need to take for the retention of their competent faculty members, who serve as an asset for these institutions.

The education system in India is much more improved these days and is one of the leading ones in the world. Besides various government initiatives, the role of the private institutions in the development of education industry in India cannot be denied. At present, India's private education market worth USD 68 billion. Moreover, the period of past ten years has witnessed the increase in the number of private colleges/institutes/universities providing professional education, which has resulted in the increased demand of highly qualified professionals in the market. Thereby, a large number of faculties are required by these institutes for their curriculum development and academic deliverance. Again the lucrative opportunities available in the corporate sector exert a pull on the existing faculty towards the corporate career from academic profession. This creates a void at various levels in the existing institutes to be filled in. The occupational migration of faculty from academics to the core industry, the additional faculty requirement of the existing institute for newly introduced courses and the faculty required for the newly established college's altogether creates an immense demand for faculty. This high demand and low supply is resulting in faculty crisis in the country, especially for those self financed professional institutions who desire quality deliverance of knowledge. In this context faculty attrition has a serious impact on the institute and its reputation thereby resulting in the increased costs both direct and indirect.

Since, there are considerable number of self financed institutions offering professional courses running in Delhi and NCR; the study will help examining several innovative and visionary pathways in the search for effective and efficient methods to improve retention of competent faculty members associated with self financed institutions.

The study has identified eight pertinent objectives which are as follows:

1. To determine the overall attrition rate of faculty members associated with self financed professional institutions running in Delhi & NCR.
2. To determine the cost of attrition borne by the management of institution per faculty member.
3. To identify the employee motivators for joining teaching profession and in particular a self financed professional institution as an employee.
4. To study the impact of demographic factors on intention to leave.
5. To study the impact of personal factors on intention to leave.
6. To study the relationship between intention to leave and controllable factors.
7. To study the relationship between intention to leave and uncontrollable factors.
8. To analyze the reasons for growing intention of faculty members to leave the self financed professional institutions and provide with some corrective measures that can be adopted by the institutions for retaining their competent employees.

Researchers who have studied attrition and retention have used varied definitions for the terms attrition, mobility, and turnover. That is why often the numbers associated with teacher (faculty) attrition vary considerably. The main reason for this variance is that researchers define attrition differently (Ingersoll, 2003). Depending on the focus and scope of the study, some researchers define attrition as including only those who leave the profession for one or more years while others include those who leave a school/college/institution whether by transfer or to take a position in another district. As a result, very similar research may produce very different outcomes. Teacher/faculty mobility refers to movement between schools/colleges/institutions. Individuals who move between schools/colleges/institutions are referred to as movers. While the problem of mobility does not result in a net loss to the teaching profession, it does create problems for schools/colleges/institutions which are forced to replace these teachers. Moreover, attrition in combination with mobility is considered as employee turnover. Abbasi et al (2000) defines employee turnover as the rotation of workers around the labour markets; between firms, jobs and occupation; and between the states of employment and unemployment.

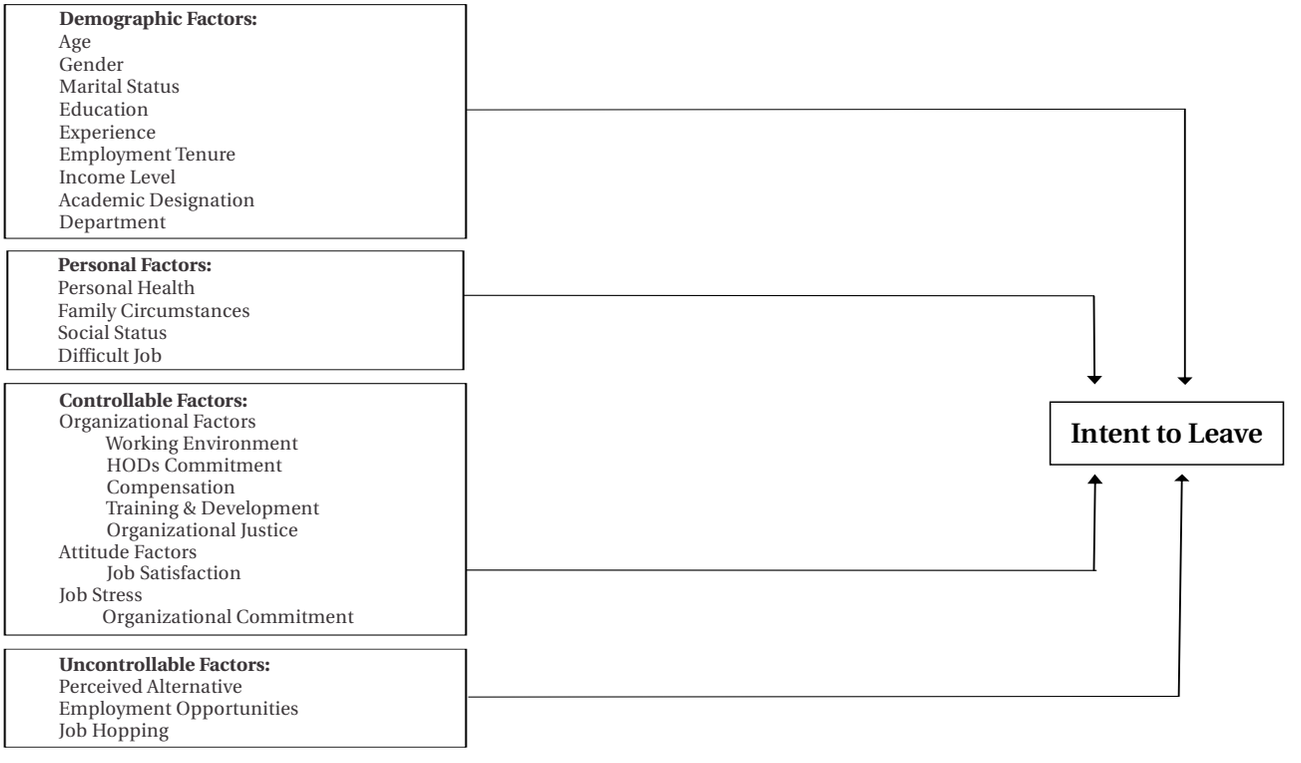
But by which ever means, either attrition, mobility or turnover, the ramifications are same in terms of the effort and expense incurred (Hunt & Carroll, 2002; Carroll, 2007). It is important to note that the use of different attrition definitions depends on the focus of the study. As Grissmer and Kirby (1987) state, there is no single definition of attrition, and it is the policy or research context that frames the definition. Also, examining the existing populations of current teachers/faculty members to determine their intent to leave act as a proxy for attrition (e.g., Billingsley & Cross, 1992; Cross & Billingsley, 1994; Gersten, Keating, Yovanoff, & Harniss, 2001; Littrell, Billingsley, & Cross, 1994; Singh & Billingsley, 1996; Westling & Whitten, 1996; Whitaker, 2000). Moreover, in

contrast to looking at teachers' behavior, the use of intent allows researchers to assess the relationship of teachers'/ faculties career plans to a range of district and teacher/faculty variables without the expensive and time-consuming task of finding those who left.

For the present study, the researcher has defined the attrition of faculty members in self financed professional institutions as those faculty members who have moved to other colleges/institutes as well as those who have left teaching altogether. In other terms, the researcher is concerned with those individuals who have left their present employed institutions, no matter whether they have moved to other institutions or have left the teaching profession as a whole. For the matter concerned, the researcher is making use of the two terms attrition and turnover interchangeably. Also, the intent-to-leave or turnover intention is used as a proxy for understanding attrition or turnover.

Also, there are several factors which are found to be related to the actual turnover or attrition (Cotton & Tuttle, 1986; Hulin, 1968; Horn, Katerberg & Hulin, 1979; Mobley, 1977; Porter, et al., 1974). Based on the literature, several general research problems are identified. Firstly, the previous studies on attrition have been quite extensive. However, only relatively few of those studies have gone further to investigate the various factors related to employee's intentions to leave the organization (i.e. behavioral intention). (Shore & Martin, 1989) noted that turnover intention is an appropriate dependent variable because it is linked with actual turnover. Therefore, research is still needed in this area to identify the related factors to these intentions to leave among the employees (faculty members) of the self financed institutions. Secondly, even though employee's intention to leave the organization is found to be most immediate predictor of the actual turnover (i.e. leaving), several other factors (controllable factors) are also identified to be related to the actual turnover or attrition. They are job satisfaction, job stress, organizational commitment and organizational factors (Hollenbeck & Williams, 1986; Horn et al., 1992; Mobley, 1977). Similarly, perceived alternative employment opportunities (Hulin et al., 1985; Steel & Griffeth, 1989) and job-hopping (Ghiselli, 1974; Abelson, 1993) are two identified uncontrollable factors found to be related to the actual turnover or attrition. Thirdly, besides controllable and uncontrollable factors, demographic factors are also found to have an impact on attrition or actual turnover of employees. The demographic variables include age, gender, organizational tenure, job tenure, educational level, marital status and job status (Arnold & Feldman, 1982; Bannister & Griffeth, 1986; Horn et al., 1979; Kirschenbaum & Weisberg, 1990).

Thus, the following framework is proposed for the current study based on analysis of the important constructs which act as strong predictors of attrition. In the proposed framework, controllable factors (including organizational factors, attitude factors and organizational commitment), uncontrollable factors (comprising perceived alternative employment opportunities and job-hopping), personal factors, and demographic variables (comprising age, gender, marital status, experience, employment tenure, income level, academic designation and department) are treated as independent variables which have a significant impact on dependent variable, intent to leave.



Further, for the present study, the researcher has included only those Self Financed Professional Institutions which seek approval from the AICTE and get themselves affiliated to the Universities on regular intervals of time and can run only the approved courses with approved intake capacity, and are binded by the renewal process on regular intervals. Their curriculum, examinations and award of degrees is done by the affiliating University. Also, there are no regular government grants available for these institutions. They receive grants only in special circumstances (like development of girls hostel, location of the college in backward area etc.) & from AICTE for research and other activities. These institutions are eligible to collect Rs.3000/- more per annum in addition to tuition fee for the accredited programs. Institutions enjoy autonomy except in academic matters and are accountable in the matter of collection of fees, academic works, norms related to faculty and infrastructure, quality issues and all other regulatory requirements.

The 'Professional Institution' means a College or a School or an Institute by whatever name called, imparting professional education approved or recognized by the competent statutory body and affiliated to a university and includes a constituent unit of a deemed to be university imparting professional education.

In the course of the study the following hypotheses have been tested:

H1: Demographic factors are associated with intention to leave. Specifically,
H1a: Age is negatively associated with intention to leave.
H1b: Males have greater intention to leave than females.
H1c: Unmarried have greater intention to leave than married.
H1d: Level of education is positively associated with intention to leave.
H1e: Tenure of an employee in an organization is negatively associated with his or her intention to leave.
H1f: Experience is negatively associated with intention to leave.
H1g: Level of income is negatively associated with intention to leave.
H1h: Position is negatively associated with intention to leave.
H1i: There is significant difference in intention to leave amongst various departments.
H2: Organizational factors are negatively associated with intention to leave. Specifically,
H2a: Working Environment is negatively associated with intention to leave.
H2b: Top Management/HODs support is negatively associated with intention to leave.
H2c: Compensation is negatively associated with intention to leave.
H2d: Training and Developmental Opportunities is negatively associated with intention to leave.
H2e: Organizational Justice is negatively associated with intention to leave.
H3: Attitudinal factors are associated with intention to leave. Specifically,
H3a: Job Satisfaction is negatively associated with intention to leave.
H3b: Job Stress is positively associated with intention to leave.
H4: Organizational Commitment is negatively associated with intention to leave.
H5: Perceived Alternative Employment Opportunities is positively associated with intention to leave.
H6: Job Hopping is positively associated with intention to leave.
H7: Personal Factor is positively associated with intention to leave.

The study derives its significance from its potential contribution at two primary levels: theoretical and practical. At the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on employee's retention in Self Financed Professional Institutions. For the practical contributions, this study is expected to provide new solutions and visionary pathways in the search for effective and efficient methods to improve retention of competent faculty members associated with self financed institution. The findings of the current study can be used by organizations/institutions to develop policies, practices, and strategies that would enable higher levels of employee retention and create greater efficiencies in meeting strategic business objectives.

ESEARCH METHODOLOGY

For the study of cause-related behavioral intentions to leave amongst the faculty members of self-financed professional institutions, exploratory research in the form of secondary data analysis and focus groups is conducted to identify the causes that self-financed professional institutions should be concerned about for their increasing faculty attrition rate. As a result, the following causes are identified as salient: demographic variables (comprising age, gender, marital status, experience, employment tenure, income level, academic designation and department); uncontrollable variables (comprising perceived alternative employment opportunities and job-hopping); controllable variables (including organizational factors, attitude factors and organizational commitment) and personal variables. Then conclusive research in the form of descriptive cross-sectional survey is undertaken to quantify how and why cause-related behavioral intentions to leave amongst faculty members are influenced by identified variables (causes). Finally, the causal research in the form of experiment has been designed for obtaining evidence about the nature of relationship between the causal variables (independent variables) and the effect (dependent variable) to be predicted.

The various steps undertaken in designing the sampling

process are as follows:

- Target Population: Assistant Professors, Associate Professors and Professors in self financed professional institutions and their respective employers; Sampling Unit: every employed faculty member in self financed professional institution and their respective employer; Extent: NCT Delhi and adjoining cities of neighboring states of Haryana (including Gurgaon, Faridabad, Mewat, Palwal, Rewari, Jhajjar, Rohtak, Sonipat and Panipat), Uttar Pradesh (including Gautam Budha Nagar Dist.- Noida & Greater Noida, Ghaziabad, Bulandshahr and Meerut), and Rajasthan (including Bhiwadi and Alwar); Time: The data has been collected between February and August 2012.
- Sampling Frame: The sampling frame consisted of an on-line dictionary listing the self financed professional institutions running in Delhi and NCR.
- Sampling Technique: The sampling is done through probability sampling technique i.e., the samples have been gathered in such a process that provided all the individuals in the population equal chance of being selected. Since the population included all the faculty members employed in self financed professional institutions and their respective employers running in NCT Delhi and adjoining cities of neighboring states of Haryana, Uttar Pradesh and Rajasthan, a multi-stage sampling design have been used. In the first stage, a sample of nine cities have been shortlisted out of a total of seventeen cities of National Capital Region (NCR) through Simple Random Sampling (SRS) technique, specifically making use of lottery system. The shortlisted cities include: NCT Delhi, Gurgaon, Faridabad, Palwal, Rohtak, Sonipat, Noida, Greater Noida, and Bhiwadi. Now, out of a list of around 250 self financed professional colleges/institutes running in these cities, 30 colleges have been shortlisted in the second stage by making use of Simple Random Sampling (SRS) technique, specifically computer generated list. In the third stage, the faculty members of these selected colleges have been approached, maintaining a ratio of 1:10 i.e. from one college, a sample of only 10 faculty members has been taken through Systematic Sampling technique. The pattern used is based on seniority level. The senior most faculty of the college/institute has been approached, followed by the 3rd most senior faculty, followed by 6th most senior faculty and so on.
- Sample size: A sample of 294 employees (faculty members) and 27 employers of self financed institutions have been taken in consideration for the study.

Execution: 325 questionnaires have been distributed to the respondents (faculty members of self financed professional institutions), but out of the 325 respondents approached, after screening, only 294 usable questionnaires could be obtained. Also, the researcher personally tried to approach 30 employers of self financed professional institutions, but could make it to only 27. The researcher explained on the purpose of doing the research and asked respondents (employers of self financed professional institutions) to answer various questions pertaining to the field. The response rate, with 294 returned employee's questionnaire, is 90.46%; whereas the employers interviewed response rate turned out to be 90.00%.

For the purpose of this study, the Minnesota Satisfaction Questionnaire introduced by Weiss et al. (1967); the Index of Organizational Reactions Questionnaire introduced by Smith (1976); the Organizational Commitment Questionnaire introduced by Porter et al.'s; the Perceived Alternative Employment Opportunities (PAEO) scale adapted from Mowdey et al (1984), Billings and Wemmerus (1983), Arnold and Feldman (1982), and Michaels and Spector (1982); the Michigan Organizational Assessment Questionnaire introduced by Cammann et al, (1979) are used as the main references in developing the questionnaire for the study.

The pilot study of the research instrument (questionnaire) was conducted during the month of January in the year 2012. It was facilitated to 50 respondents (faculty members) of self financed professional institutions. It was observed that the time taken to complete the questionnaire ranged between 8-10 minutes and the feedback on clarity of words and instructions were positive with minimal changes required. The respondents could understand all questions with little difficulty. Also, the reliability coefficient (Cronbach's Alpha) of the pilot test came out to be 0.884 which is considered a good reliable score.

In order to further the research, the collected questionnaires during the real period of the study has been tested on its reliability scale. The reliability of the items is assessed by computing the coefficient alpha (Cronbach, 1951), which measures the internal consistency of the items of the scale, that is, how closely related a set of items are as a group. For a construct/dimension to be considered reliable and acceptable, coefficient alpha of the scale should be above 0.7 but above 0.6 for new scales is also acceptable (Nunnally, 1978). Due to multi-dimensionality of the behavioural turnover intention construct, coefficient alpha is calculated separately for all the factors (dimensions) of the scale. For the present study, all alpha coefficients ranged from 0.601 to 0.963, indicating a good consistency amongst items within each factor (dimension). The overall scale reliability came out to be 0.894 which also shows that the scale exhibits fairly good level of consistency and reliability. Hence, our data is internally consistent and reliable.

Also, the validity of a scaling procedure implies that the data must be unbiased and relevant to the characteristic/ construct being measured. Different validity terms are used to demonstrate various aspects of validity. The types of validity which are generally referred in research literature include face/content validity and construct validity (Sureshchander, Rajendran and Anantharaman, 2002). The degree to which the measure spans the domain of construct's theoretical definition is defined as the construct's content

validity (Rungtusanatham, 1998). Since the entire intention to leave dimensions are identified from the literature and were thoroughly reviewed by professionals of the education sector, content validity of the instrument used in the present study has been ensured. Construct validity is "the vertical correspondence between the construct which is at an un-observable, conceptual level and a purported measure of it which is the operational level" (Peter, 1981). By empirically assessing convergent validity, construct validity can be established (O'Leary-Kelly and Vokurka, 1998). Evidence for convergent validity is obtained when there is a high correlation between two or more measures that are believed to measure the same construct (Kaplan and Sacuzzo, 1993). In this study, the statements measuring "Perceived Alternative Employment Opportunities" and "Job Stress" represented by items E1-E4 and G1-G6 in the questionnaire are the other measures used. The correlation between the "Intent to Leave" scale with the other measures "Perceived Alternative Employment Opportunities" and "Job Stress" came out to be 0.722 and 0.575 respectively (p value > 0.01), indicating an acceptable convergent validity.

The most fundamental assumption in data analysis is normality, referring to the shape of data distribution for an individual metric variable and its correspondence to the normal distribution. If the variation from the normal is sufficiently large, all resulting statistical test are invalid, as normality is required to use F and t statistics (Hair, Anderson, Tatham and Black, 1998). For the purpose of this study, the data for all the four variables namely Controllable Factors, Uncontrollable Factors, Personal Factors and Intent to Leave were tested through the normality test. The method used in this study includes normal probability Q-Q plots. The result found they all are normally distributed. In order to further formalize the results, Kolmogorov-Smimov Test (K-S Test) have been used to prove the hypothesis that the variables distribution is normal. Since all the significant value are greater than 0.05 for all the variables, once taken independently, therefore, we accept the null hypothesis stating that the variables distribution is normal. Also, when all the variables are combined, then also the significant value is greater than 0.05, so we again accept the hypothesis that variables distribution is normal, when taken together.

INDINGS AND CONCLUSION

The researcher has categorised the data according to personal data and job information. Nine (9) demographic characteristics or demographic factors namely, age, gender, marital status, education, experience, employment tenure, income level, academic designation and department are selected for the study. The majority of the respondents are females, enumerating N=187 (63.6 per cent) from the sample population of 294. Also, the maximum number of respondents, N=123 (41.8 per cent) belonged to the age bracket of 25-30 years and are mostly married, N=177 (60.2 per cent). Majority of the respondents possessed Masters Degree, N=172 (58.5 per cent), followed by Masters with M.Phil & PhD, N=87 (29.6 per cent) and an experience of 2-5 years, N=108 (36.7 per cent) with present employment tenure of 2-5 years in preponderance. Also, majority of respondents held the academic designation of Assistant Professor, N=190 (64.6 per cent) with income ranging from 20,001 to 40,000, N=116 (39.5 per cent). Also, 59.9 per cent (N=176) of respondents belong to Management Department of the institution, followed by 37.4 per cent (N=110) from the Engineering and Technology Department and the remaining 2.7 per cent (N=8) are from Humanities Department.

The data have been analysed to answer the research questions, which are the driving force of the study.

Objective One is determined through the mathematical calculation of attrition rate using the formula suggested by U.S. Department of Labour. After the extensive research, it was observed that, there are around 5 separations during a semester if the total number of employees at the mid-semester are around 21. Thus, the estimated attrition rate came out to be 23.80 per cent which shows that there is very high rate of attrition of faculty members in self financed professional institutions.

Objective Two is aimed at determining the cost of attrition borne by the management of the institution when a faculty member leaves the organization/institution. It has been observed that as an employee leaves, an institution incurs the replacement cost which includes: the cost of advertisement, the cost on account of holding an interview and the joining costs of a new employee. Also, the cost on account of recruitment is broadly divided into explicit as well as implicit cost. Explicit cost involves, monitory expenses like remuneration paid to experts, whereas, the implicit cost involves the consumption of time of the management and other authorities who are involved in the selection and interview process. The cost is also estimated to be incurred on the payment to university experts who must be there in the interview board as per the regulatory body norms. Thus, it can be inferred that, the exact cost of recruitment cannot be same for all the institutions as it very much depends upon the individual practices adopted by the different colleges/institutions in providing traveling allowance, dearness allowances, accommodation facility etc. to the new candidates who are appearing for the interview. Hence, the exact cost of a single faculty turnover could not be generalized for all the institutions.

Objective Three has been set to determine the employee motivators for joining teaching profession and in particular a self financed professional institution. Since it is very essential to know why people join teaching profession as it enables to study the correlation between the type of motivation and the propensity for staying in the teaching profession in the long run. Also, from the previous study taken from Wang & Fwu 2001, it has been reported that the type of motivation a person has while entering the profession further has a close relationship with the degree of commitment the teacher displays towards the job in the future. Following this, the mean response method is used to find out the most important reason cited by respondents for joining the teaching

profession. Based on the findings, it can be inferred that the self motivating factor (Mean= 4.125) which includes personal interest in teaching & research and dignity & respect from the profession is the most important cited reason for joining teaching profession. Also, the result shows that the 'intent to leave' is significantly negatively correlated with self-motivating factors (r= -0.303, p=0.000). Thus, the employees are least likely to leave the organization if they join the teaching profession because of their inner drives. On the other hand, it has been observed that the employees who join teaching profession because of external influencing factors (r= 0.094, p=0.106) which includes influence of parents, friends, role models and limited employment opportunities available are likely to have higher intentions to leave.

Again the mean response method has been applied to fulfill the second part of objective three i.e. to find out the most important reason cited by respondents for joining a particular self financed institution. Based on the findings, it can be inferred that organization's reputation (Mean= 3.816) is rated the highest and most important determinant in selecting a particular self financed institution for employment followed by job profile offered (Mean= 3.758), and then location of the institution (Mean= 3.673). Also, it is observed that employees held neural agreement towards the factors such as, job security (Mean= 3.098), and training and developmental opportunities provided by the institution (Mean= 3.010). Whereas, the agreement towards the empowerment of employees (Mean= 2.894) and availability of attractive benefits (Mean= 2.996) seemed low.

Further, Objectives Four, Five, Six and Seven have been framed to study the impact of predictor variables on 'intent to leave' of the employees (faculty members) of self financed professional institutions. Initially, by applying mean response method and standard deviation, all the predictor variables including personal factors, controllable factors and uncontrollable factors are checked of their significant presence in terms of agreement and disagreement on the faculty members of self financed professional institutions and then inferential statistical analysis is deployed. A bi-variate correlation is carried out in SPSS 20.0 on the summated factor scores of each construct.

THE IMPACT OF DEMOGRAPHIC FACTORS ON 'INTENT TO LEAVE'

Under the demographic constructs, it was observed that the age is significantly negatively correlated (r= -0.616, p=.000) with intent to leave i.e. it (age) explained 37.94 per cent of the variation in the intentions to quit, at 99 per cent level of confidence. Also negative correlation outlines the fact that as the age group of respondents increases, their intentions to leave come down, which is in congruence to our assumption. But, on the other hand gender is not statistically significantly correlated (r= -0.047, p=.422) with turnover intention.

Also, the result showed that marital status (r=0.550, p=.000) and organizational department (r=0.171, p=.003) of the respondents are significantly positively correlated with intent to leave at 99 per cent confidence level. So, according to Guilford Rule of Thumb, the result indicated a low relationship between organizational department and intentions to leave whereas as a high relationship between marital status and intentions to leave.

Again, the correlation analysis showed that educational qualification of the respondents is a significant predictor of intent to leave (r= -0.564, p=.000). The negative correlation supports the fact that as the educational qualification of the respondents increases, they have lesser intentions to leave.

A significant and negatively high relationship is reported between total experience (r= -0.634, p=.000), tenure in the current organization (r= -0.569, p=.000), present position (r= -0.569, p=.000), gross salary (r= -0.569, p=.000) and intent to leave. The results revealed that all of the correlations are in the expected directions indicating significant and negatively moderate to high magnitude of relationship between these demographic variables and intentions to leave.

Further, the researcher discussed about the consideration of demographic factors with intent to leave through the usage of T-Test and One-way ANOVA. These tests are facilitated to analyse and test the alternative hypothesis (H 1a, H1b, H1c, H1d, H1e, H1f, H1g, H1h & H1i) set for the study.

Based on the findings, it has been observed that the respondents with age group of 40-50 years and beyond 50 years have less intentions to leave (5.92 and 4.78 respectively) whereas the respondents falling under the age brackets of less than 25 years and 25-30 years have maximum turnover intentions (13.60 and 11.84 respectively). Thus, the Hypothesis H1a, Age is negatively associated with intentions to leave holds good, as it can be inferred from One-way ANOVA test that as age of the respondents increases, there turnover intentions goes down whereas, the younger respondents have comparatively higher intentions to leave.

Further, T-Test is used to gauge the differences in intentions to leave w.r.t. gender of respondents. But, it has been observed that the T statistic is not significant at 95 per cent level of confidence. Thus, it was concluded that differences in gender of respondents do not explain deviations in turnover intentions. Therefore the alternative hypothesis H1b was rejected. Whereas, on the other hand, the T-value was significant, at 95 per cent level of confidence, for marital status of the respondents. Therefore, it was inferred that the mean intent to leave for unmarried is 5.097 which is higher than that for married, proving our stated Hypothesis H1c true. The One-way ANOVA is applied to check whether the level of education is positively associated with intent to leave. It was inferred that differences in education level have a major role in explaining deviations in turnover intentions. From the Turkey B test, it is observed that the respondents with education level Masters with M.Phil and PhD have lesser intentions to leave as compared to education level below this level. Thus, the findings contradicted the Hypothesis H1d, which states that level of education is positively associated

with intentions to leave, as it can be inferred from the above test that as education level of the respondents increases, there turnover intentions comes down.

Now again, based on the findings, it is concluded that differences in tenure of the respondents have a major role in explaining deviations in intentions to leave. The Turkey B test clarified that the respondents with higher tenure in the present organization have less intentions to leave as compared to respondents who have a lesser stay in the present organization. Thus, the Hypothesis H1e, tenure of an employee in an organization is negatively associated with his or her intention to leave holds good, as it can be inferred from the above test that as tenure of the respondent in an organization increases, there turnover intentions comes down whereas, the respondents who have served the organization for less time have comparatively higher intentions to leave.

Again, One way ANOVA has been facilitated to analyse and prove the alternative hypothesis H1f which states that experience is negatively associated with intention to leave. Based on the findings, it has been observed that the respondents with total experience of 15-20 years and beyond 20 years have less intentions to leave (5.81 and 5.04 respectively) whereas the respondents having total experience of less than 2 years have maximum turnover intentions (14.61). Thus, it can be inferred from the above test that as experience of the respondents increases, there intentions to leave goes down whereas, the less experienced respondents have comparatively higher intentions to leave. Therefore, the alternative hypothesis is accepted and substantiated for the sample.

It was further concluded that differences in income levels have a major role in explaining deviations in intent to leave. Further, the application of Turkey B test clarified that the respondents with higher income level of above 80,000/month have less intentions to leave (4.48) whereas the respondents falling under the income brackets of less than 20,000/month and 20,001-40,000/month have maximum turnover intentions (11.61 and 12.10 respectively). Thus our stated alternate hypothesis H1g, level of income is negatively associated with intentions to leave, is accepted, as it can be inferred from the test that as the income level of the respondents increases, there intentions to leave comes down whereas, the respondents having lower income levels have comparatively high turnover intentions.

In order to know the relation of position held with intent to leave, One-way ANOVA has been applied and it was observed, that differences in positions of the respondents have a major role in explaining deviations in intentions to leave. Further from the table it is observed that the respondents occupying higher positions in the institute have lower turnover intentions whereas, the respondents at the junior most level have higher intentions to leave. Thus, the alternate Hypothesis H1h, position is negatively associated with intentions to leave holds true and can be substantiated for the sample.

Also, the differences in department played a major role in explaining deviations in intentions to leave. In other words, there is a significant difference between the intentions to leave of respondents amongst various departments, proving our Hypothesis H1i. Further, the Turkey B test clarified that the respondents associated with Engineering and Technology Department have maximum intentions to leave (11.30), followed by Management Department (8.86) and then by Humanities Department (6.62).

THE IMPACT OF CONTROLLABLE FACTORS ON 'INTENT TO LEAVE'

Under the controllable factors, it has been observed that the data indicated a negatively strong to moderate significant relationship between controllable factors namely, working environment (r= -0.697, p=.000), top management/HODs support (r= -0.648, p=.000), compensation (r= -0.603, p=.000), training and developmental opportunities (r= -0.622, p=.000), organizational justice (r= -0.786, p=.000), job satisfaction (r= -0.796, p=.000), and organizational commitment (r= -0.800, p=.000) with intent to leave, providing a good support to our laid down Hypothesis H2a, H2b, H2c, H2d, H2e, H3a and H4 respectively. The negative correlation coefficient indicated the fact that as these independent variable increases, the dependent variable intent to leave decreases and vice versa. Also, it has been observed that job stress (r= 0.577, p=.000), is significantly positively correlated with intent to leave, indicating the fact that as the stress level in job increases, the intention to leave also increases, thus proving our laid down alternate Hypothesis H3b true.

Therefore, the alternate Hypothesis H2 (Organizational factors are negatively associated with intentions to leave), Hypothesis H3 (Attitudinal factors are associated with intentions to leave), and Hypothesis H4 (Organizational Commitment is negatively associated with intentions to leave) receives a good support from the study, and are readily accepted and substantiated for the sample.

THE IMPACT OF UNCONTROLLABLE FACTORS ON 'INTENT TO LEAVE'

Correlation analysis is facilitated to study the impact of uncontrollable factors including perceived alternative employment opportunities and job hopping on intent to leave of the employees. Based on the findings, it is observed that the intention to leave have a strong positive significant relationship with perceived alternative employment opportunities (r= 0.726, p=.000) and with job hopping (r= 0.731, p=.000). The positive correlation supports the fact that as the perceived alternative employment opportunities and job hopping intentions increases, the intentions to leave also increases, thus our stated alternate Hypothesis H5 and Hypothesis H6 are accepted and substantiated for the sample.

THE IMPACT OF PERSONAL FACTORS ON 'INTENT TO LEAVE'

A significant positive relationship is found between personal factors and intent to leave at 95 per cent confidence level as the asymptotic significant value is 0.026 which is less than 0.05. Thus, the Hypothesis H7, personal factor is positively associated with intentions to leave is duly supported by the study.

THE DOMINANT FACTOR (MOST IMPORTANT FACTOR) INFLUENCING 'INTENT TO LEAVE'

Multiple regression technique is used to test the hypothesized relationships between the independent variables and dependent variable (Intent to Leave).

Based on the findings, it has been observed that the coefficient of correlation R came out to be 0.880, which is much greater than 0.50, thus a strong relationship between the variables is confirmed. Also, the value of R^2 or the coefficient of determination came out to be 0.774, that is, thirteen independent variables explained 77.4 per cent of variation in dependent variable (turnover intention). In other words, 77.4 per cent or 0.774 variation in the dependent variable (turnover intention) could be explained by variations in the independent variables.

Under the regression analysis, t-test has been used to check for which variables the beta coefficient is significant. Six significant variables emerged out in the coefficient test, out of a total of 13 variables. The results showed that the beta value for training and development is -0.081 and sig. (0.063) < 0.1, organizational justice (Beta= -0.125, p=.075), job satisfaction with work (Beta= -0.095, p=.019), job stress (Beta= 0.151, p=.000), perceived alternative employment opportunities (Beta= 0.321, p=.000), and job hopping (Beta= 0.130, p=.017). Since the significant value of these factors is less than 0.1, veracity of the value in "B" is asserted with a 90 per cent level of confidence.

But for remaining factors, namely, working environment, top management's commitment, compensation, job satisfaction with pay, job satisfaction with supervision, organizational commitment and personal factors, the "Sig" is above 0.1, thereby, the estimate in "B" is unreliable and is said to be statistically insignificant. But still they do have an impact on the dependent variable, intent to leave, since the significant value (p value) is 0.000 which is less than 0.01 in the goodness of fit table.

Thus, the regression equation can be written as:
TI = 4.730 + 0.065 WE – 0.027 HOD –0.088 PAY – 0.084 TD* – 0.108 JUSTICE* –0.128 JS1 – 0.086 JS2* – 0.146 JS3 + 0.175 JSTRESS*– 0.017 OC + 0.322 PAEO* + 0.149 JH* + 0.038 PF

SUGGESTIONS AND IMPLICATIONS

During the conduct of the research, it has been found that the faculty attrition problem in self financed professional institutions is more due to the factor under the control of management. It has been observed that the perceived alternative employment opportunities showed the highest positive significant result (coefficient of regression 'B'=0.322, Beta= 0.321, p=.000) as compared to other positive significant independent factors. Thus, perceived alternative employment opportunities factor proved to be a dominant factor positively influencing the intentions to leave amongst the faculty members of self financed professional institutions in Delhi and NCR. Also, the organizational justice showed the most negative significant result (coefficient of regression 'B'= – 0.108, Beta= –0.125, p=.075) as compared to other negative significant independent factors. Thus, organizational justice proved to be a dominant factor inversely related with intentions to leave of faculty members of self financed professional institutions. The findings are consistent with Debrah (1994) who found lack of coherent and systematic human resource policies and practices as a major reason for turnover intentions.

Thus, the management of self financed professional institutions need to overcome this fatalistic thinking about organizational justice and availability of alternative employment opportunities in the face of employee attrition. The following steps can be undertaken by the management to retain their competent employees:

Changing Hiring Practices

Since, it has been observed that the employees who have cited self motivating factors as the most important reason for joining teaching profession have least intentions to leave the institution. Therefore, the candidates who have the inner drives to work for the institution with personal interest in teaching and research and who try to derive dignity and respect from the profession should be hired/chosen for the position of faculty member in a self financed professional institution. This can be achieved by bringing some changes in the selection process followed by these types of institutions. Instead of shortlisting or focusing merely on the grades or academic performance of the applicant, the focus needs to be laid on establishing the zeal and passion of the applicant towards the teaching and teaching as a profession. This would help in distinguishing the candidates who join this profession because of limited employment opportunities available in the economy to those who actually possess passion for the profession.

Employer Branding

It has been observed that the people prefer joining a self financed professional institution the most which has a great reputation or status in the society, as it builds the brand image of the candidate also. That is why we don't witness high attrition of faculty members in institutions like IIMs and IITs.

The people feel privilege to be a part of such institutions. The self financed professional institutions can also work on building their reputation by attracting the good stuff of students i.e. conducting selection process only on the basis of merit, bring fairness and transparency in drafting the polices for their employees, obeying the existing pay commission norms, providing some autonomy to teachers/faculty members in designing their own model of teaching etc.

Enriching Job Profile

The institute should also aim at utilizing the full potential of their faculty members by providing challenging tasks on their job profile. It not only eradicates the monotony of the work but also leads to overall career development of the person. This can be done by sending faculty members to various other institutions like All India Council for Technical Education (AICTE), All Indian Management Association (AIMA) for research based activities, making them associated with on-going research projects lead by AICTE, indulging them in corporate interface, opening up of various industry extensive sub courses and thereby development of their curriculum.

Harmony at Workplace

The institute should aim at creating a good healthy working environment with a culture of supportive colleagues and administrative staff with least encouragement to political activities in the institute. This can be achieved by development of policies based on trust, openness, equity and consensus.

The institute should ensure the supportive, fair, empathetic and kind head of the department with whom the faculty members are in continuous interaction.

Also, the provision for mutual safety and security should be ensured in the premises during the stay back hours of the faculty members during the period of cultural/institutional events.

Provision of Some Facilities

Some flexibility including that of timings, designing teaching pedagogy etc. should be provided to build in a feeling of commitment amongst the employees (faculty members). The institute should ensure provision of adequate privacy to the faculty members by providing separate cubicles and a computer system to work on and prepare their up-to-date lectures. The institute should also ensure easy availability and provision of seminar and research grants on yearly basis.
The institute should provide continuous professional development opportunities (like conduct of FDPs, workshops, seminars etc.) for the employees (faculty members) to nurture their skill base on regular intervals of time.

Ensuring Organizational Justice

The institution can ensure distributive justice by providing maximum fairness to the employees in terms of allocation of workload, number of hours spend in the job and their due recognition for the work undertaken. The faculty members should be duly valued as a scholar/researcher in the institute and should be encouraged to take research related activities by providing fair and equal monetary incentives in terms of sponsoring the fee of seminars and conferences, the entire academic/research trip, academic leaves etc.

In order to insure procedural justice, the management of these institutions should be very fair in drafting the evaluation procedure for the employees and all the rational points should be given due weightage in the evaluation procedure, as outlined in the policy book. The annual promotion, increments of the employees should be based on the accomplishment of required standards of performance as outlined by the policies of the institution. There should be no space for favoritism or nepotism. Clarity on all the rules and regulations and policies need to be bought out and they should be equity in following the same for all the employees. The maintenance of trust, openness, equity and consensus should be ensured.

Ensuring Competitive Salary Structure and Timely Payment

The institute should put in the best efforts to provide the most competitive salary structure to the employees in order to retain them and refrain them from getting lured away with the lucrative offers outside the institution. Also, the timely payment of the salary showed be ensured by the institution.

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