

# Employee Retention in Higher Education Sector: Role of Work Environment

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**Abstract**—In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's work environment that impact on employee retention. Present study aims that to identify whether good working environment helps in retaining employees and to assess various elements of work environment and their effect on employee retention. The area of study to respondents from Jaipur City and sample size is 50 employees of higher education. The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet. Random sampling method was used in present study. Present study concludes from the above that there is a relationship between Work Environment and Employee Retention. It has analysed that Cleanliness is a major factor that contributes toward employee retention and it has found that various element of work environment has positive relationship between employees retention in higher education.

**Keywords:** Employee Retention, Job Satisfaction, Work Environment and Higher Education

## 1. INTRODUCTION

In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's work environment that impact on employee retention. The work environment that is set in place impacts employee on employee retention. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits are now primary considerations of potential employees, and common practices among the most admired companies.

The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working.

Inane effort to retain the employees, higher education sector has implemented a number of practices such as various facilities, health and safety and social activities. In addition to

retain the employees, employers need to initiate various strategies to cope up with attrition.

Retention signifies various approaches and practices that organization has to implement so that potential employees can retain in the organization. Attrition in higher education is taking a greater place and retaining potential employees is a big task for employers in present significant time, energy, and money to train an employee only for their development and will have converted into a valuable commodity.

## Elements of Work Environment

1. Various Amenities.
2. Work Atmosphere
3. Health & Safety
4. Social Environment
5. Cleanliness

## Impact of Work Environment on Employee Retention

The foremost purpose of present study is to classify the role of work environment on employee retention in higher education. Though the work environment forms physical and mental condition that can affect the health and venomous of employees and social environment can affect the confidence level or performance of employees. So, ultimately the work environment can influence the satisfaction level of employees or else these factors can consequence the performance of overall.

## 2. REVIEW OF LITERATURE

1. Chandrasekar. K (2011), Workplace Environment and its Impact on Organisational Performance in Public Sector. Present study aims to understand the relationship between the employees and their work environment and to analyse workplace factors affecting the employee's performance. The research work was a descriptive research of both primary data and secondary data. The research study is marked by prior formulation of research questions. A well-designed questionnaire was used to collect primary

data. By adopting proportional allocation among three departments, viz., Engineering building, Administration building and Shop floor building, the researcher selected the sample size. The study was done among 285 employees and inferences are drawn from them. Percentage analysis has done in present study and results drawn from this study it is known that public sector organisations are providing a good workplace environment to their employees, which does not affect more on their work performance.

2. Sehgal.S. (2012), Relationship between Work Environment and Productivity. The paper discusses the quality of the employee's workplace environment that most impacts on the level of employee's performance. The main objective of this paper is to find out the relationship between office design and productivity. Primary data is collected through a survey. Descriptive statistics are used to analyze the data. This study examines office workers in different offices in order to collect information required to meet the objectives of the study. The results of these survey showed that nine out of ten believed that a workspace quality affects the attitude of employees and increases their productivity. Employees in different organizations have different office designs. Every office has unique furniture and spatial arrangements, lighting and heating arrangements and different levels of noise. The purpose of this study is to analyze the impact of the office design factors on employees' productivity. The study reveals that good office design has a positive effect on employees' productivity. This study finds out the effects of office design on employees' productivity.
3. Ajala. E. M., (2012), the Influence of Workplace Environment on Workers' Welfare, Performance and Productivity. The study analyzed the influence of workplace environment on workers welfare and productivity in government parastatals of ondo State, Nigeria. Two research questions are raised to assist the research. The study adopted the descriptive survey research design of the ex-post facto type. The random sampling technique was used to select 350 respondents. The results showed that workplace features and good communication network at workplace have effect on worker's welfare, health, morale, efficiency, and productivity. It was recommended that industrial social workers should advocate with management to create a conducive workplace environment and good communication network that will attract, keep, and motivate its workforce for healthy living and improved productivity and guarantee virile employees, enthusiastic employers and sustenance of the organization.
4. Kaur. S. and Jain. R. (2014), Impact of Work Environment on Job Satisfaction. The aim of the analyse the impact of work environment on job satisfaction and to

ascertain the impact of physical & mental environment on employee performance. The area of study to respondents from Jaipur City and sample size was 100 employees. Convenient & Random Sampling Technique was used. The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet. The result of the study indicates that workload, stress, overtime, fatigue, boredom are some factors to increase job dissatisfaction. On the other hand good working condition, refreshment & recreation facility, health & safety facility, fun at workplace increase the degree of job satisfaction.

### 3. OBJECTIVES OF THE STUDY

1. To identify whether good working environment helps in retaining employees.
2. To assess various elements of work environment and their effect on employee retention.

### 4. HYPOTHESIS OF THE STUDY

**H01:** There is a significant relationship between various elements of work environment on employee retention.

### 5. METHODOLOGY

**Area of study:** The area of study to respondents from Jaipur City.

**Research instrument:** Structured questionnaire.

**Sample size:** 50 samples.

**Sampling Technique:** Random Sampling Technique

**Data Collection:** The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet.

**Analysis of Data:** Once the data has been collected through questionnaire and interview then the simplest and most revealing devices for summarizing data is the statistical table. A table will be systematic arrangement of data in column and rows. The purpose of a table will be simplifying the presentation and to facilitate results.

**Research Instrument:** We introduced 5 variables to frame questions and five point Likert scale is used for measuring attitude and satisfaction level of employees. The internal consistency has been checked with the help of Cronbach's Alpha and value obtained by using SPSS (student version 22.0) is 0.749 which is usually considered.

Table 1

Reliability Statistics	
Cronbach's Alpha ( $\alpha$ )	N of Items
.749	5

6. DATA ANALYSIS

Table 2

Demographic Profile of Respondents			
Parameters	Category	Frequency	Percentage
Gender	Male	23	46.0
	Female	27	54.0
	Total	50	100.0
Age	20-30	28	56.0
	30-40	20	40.0
	40-50	2	4.0
	Total	50	100.0
Designation	Assistant Professor	46	92.0
	Associate Professor	2	4.0
	Professor	2	4.0
	Total	50	100.0

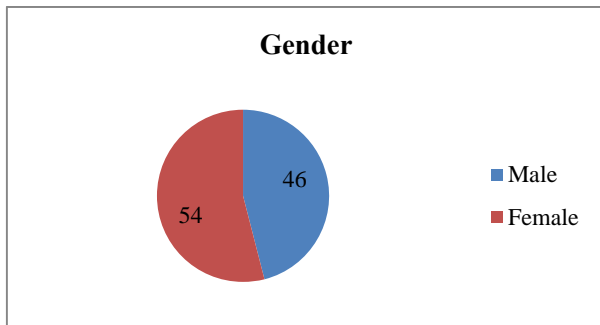


Fig. 1: Gender wise distribution of respondents

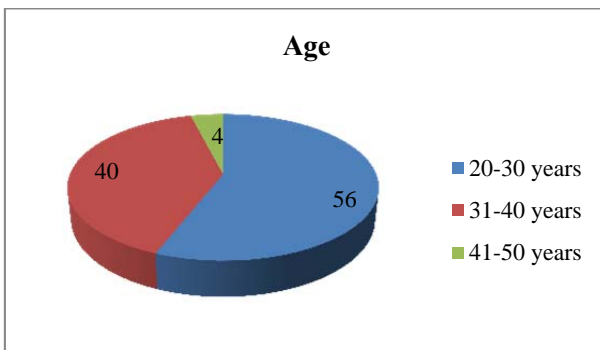


Fig. 2: Age wise distribution of respondents

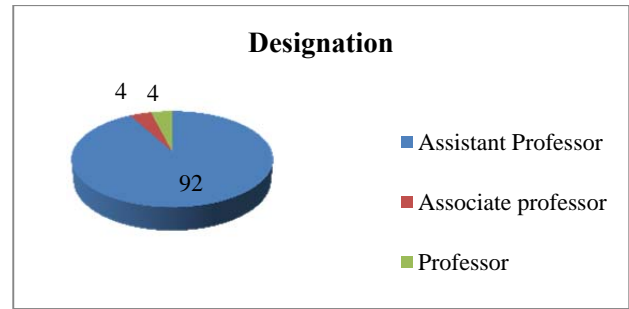


Fig. 3: Designation wise distribution of respondents

**Inference:** It is evident from the above demographic details of respondent that research had tried to cover a broad demographic profile of teaching faculty of various universities as respondent. As in the current study the total sample size is n=50.

7. RANK ANALYSIS

Table 3.

Work Environment				
S. No.	Name of the factor	Weighted Total	Weighted Mean	Rank
1	Various Amenities	200	13.33	5
2	Work Atmosphere	206	13.73	2
3	Health & Safety	204	13.6	4
4	Social Environment	205	13.67	3
5	Cleanliness	211	14.07	1

**Inference:** As we can see above table it has been evaluated that the *Cleanliness* is the major factor which affects employee retention has been ranked first by the respondent. The next factor is *Work Atmosphere* and it is ranked second by the respondents. The next factors have been ranked third and fourth are *Social Environment* and *Health & Safety* respectively. The next factors have been ranked fifth is *Various Amenities*.

8. HYPOTHESIS TESTING

Correlations		
		RETENTION
Various Amenities	Pearson Correlation	.447*
	Sig. (2-tailed)	.000
	N	50
Work Atmosphere	Pearson Correlation	.584*
	Sig. (2-tailed)	.000
	N	50
Health & Safety	Pearson Correlation	.497*
	Sig. (2-tailed)	.000

	N	50
<b>Social Environment</b>	Pearson Correlation	.562*
	Sig. (2-tailed)	.001
	N	50
<b>Cleanliness</b>	Pearson Correlation	.634*
	Sig. (2-tailed)	.001
	N	50
*. Correlation is significant at the 0.05 level (2-tailed).		

Present study concludes from the above that there is a relationship between Work Environment and Employee Retention. It has analysed that Cleanliness is a major factor that contributes toward employee retention Various Amenities has a *Person Correlation value 0.447* and *sig. value is 0.000*, Work Atmosphere has a *Person Correlation value 0.584* and *sig. value is 0.000*, Health & Safety has a *Person Correlation value 0.497* and *sig. value is 0.000*, Social Environment has a *Person Correlation value 0.562* and *sig. value is 0.001*, Cleanliness has a *Person Correlation value 0.634* and *sig. value is 0.001*, which signpost that there is a statistical significance correlation between various elements of work environment on employee retention.

## 9. CONCLUSION

In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's work environment that impact on employee retention. Present study aims that to identify whether good working environment helps in retaining employees and to assess various elements of work environment and their effect on employee retention. Present study concludes from the above that there is a relationship between Work Environment and Employee Retention. It has analysed that Cleanliness is a major factor that contributes toward employee retention and it has found that various element of work environment has positive relationship between employees retention in higher education.

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