

Determinants of Employee Retention of PhD Faculty in Private Sector Universities of Peshawar

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ABSTRACT

Keywords:

Employee Retention,
Work Environment,
Work Load,
Private Universities, Peshawar.

Retention of PhD faculty is turning to be a major challenge for private sector universities in Pakistan. Hence, retention is at times difficult due to the scarcity of PhD faculty. In this scenario, the present study investigated the determinants of retention for Ph.D faculty in private sector universities in district Peshawar. The main objectives of the study are to identify the key determinants of employee retention and assessing their individual impact on employee retention. Five main determinants namely work environment, work load, promotion, accessibility and duty timing are mainly investigated. Purposive sampling approach has been used to collect primary data from Ph.D faculty members in the vicinity of Peshawar. Survey method was used to collect data from 155 faculty members working in 8 different private sector universities. Regression analyses indicate that work load, promotion, and duty timing are having significant impact on employee retention. While working environment has no significant affect on employee retention. Furthermore, the five factors together explain 77.9% change in the dependent variable of employee retention of PhD faculty is of special importance in private sector universities based on Work load, promotion and flexible duty timing. The study is unique as it analyzes the retention of PhD faculty of private sectors in district Peshawar and hence paved the ways for policy formulation at national levels

INTRODUCTION

Higher educational institutions being the seats for learning and knowledge creation are enduring to create a favorable environment for PhD faculty under the umbrella of HEC.As being the talented and highly skilled workers universities always striving to retain them in order to maintain the stock of Human Capital and smooth operation of institutional functions. Here, retention refers to the capability to cling on employees one desire to hold, for longer than his/her competitors (Johnson, 2016). In other words, retention is a long-term relationship between employer and employee(Berta et al., 2018).As long as PhD faculty is concerned, it is obvious that attracting PhD faculty and its retention is itself a challenge (Freyermuth, 2017).

There are several incentives offered to the PhD faculty, however, it is observed that private sector universities offers more competitive salary packages to the PhD faculty as compared to the public sector universities as the salary structure in former is on the discretion of management as well as on the market

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forces. On the other hand, public sector universities are bounded by a predefined pay structure which cannot be altered individually. To attract good quality faculty in the remote areas such as Haripur or Buner, Karak, Chitral etc. government universities give hardship allowance or tax evasion to such faculty. Mostly, from the perspective of PhD faculty, a PhD degree holder seeks to serve in developed cities due to the facilities and relatively better growth and financial opportunities. In general, most of PhD faculty members are attached with more than one university having full time job in one university and visiting or adjunct faculty arrangements in other universities. Another aspect of the PhD faculty is that mostly PhD faculty is in high demand and thus retention of such PhD faculty is a major task. PhD faculty being scarce in number are in good bargaining position, resultantly, does not stay for long period in a specific university. This resultantly poses a serious challenge for HR in terms of retention of talented and skilled labour. Moreover, the scarcity of highly qualified faculty affects the academic activities of the universities that lead to impediment of overall institutional operations.

This study aims to assess the factors which influence the retention of the PhD faculty members in the private sector universities of Peshawar.

Problem Statement

Hiring of employees having PhD degree is a challenging task for private sector universities since such individuals are in great demand in our country (Hyder & Reilly, 2005). Many PhD's faculties prefer working in public sector universities due to the job security, pension, healthcare facilities, flexible working hours and so on. Furthermore, a great demand for PhD faculty members in foreign countries such as Middle East and Europe, hence, there is a smaller number of PhD faculties available in the private sector universities which pose a challenge for HR. Besides, attraction of PhD faculty, employee retention is also an issue of concern for veracities. In this regard, the main problem which this study is investigating is the factors leading to employee retention of PhD faculty members.

Research Questions

The study is based on the following research questions.

- What are the major determinants of PhD faculty retention in private sector universities of Peshawar?
- What is the magnitude of impact of each determinant on the PhD faculty retention of private sector universities of Peshawar?

Objectives of the research

The objectives of the study are as under.

- To investigate the major determinants of PhD's retention in private sector universities of Peshawar, KPK.
- To analyse the impact of each determinant on PhD faculty retention in private sector universities of Peshawar

Literature Review

Employee retention refers to the long-term relationship between employees and organization (Johson, 2000). It is one of the major problems faced by employers since there is shortage of trained workforce and also several organization experience high turnovers. According to Weinberg (1997), retention can be achieved by the following two strategies. First, organization offers better salaries and rewards. Secondly, there should be increased training and development opportunities offered by the organization. If one of these two strategies is followed, it can ensure better retention of the staff. Employee retention is imperative for the success of the firm, without this, a firm cannot be successful in long term (Shekshnia, 2010). According to Freyermuth (2017), employee retention is a significant outcome based on comprehensive HR policies initiating from staff selection and continues with keeping employee engaged.

There are different theories related to the employee retention which are discussed below.

Equity theory (1965) is based on employee perception of how well they are treated by their organizations in comparison to the reward offered and comparison with others. Employees compare their input such as their time, efforts, qualification, energies in to the work and the output they receive such as promotion opportunities, pay, increment, recognition and so on. If employees perceive that they are treated inadequately by the employer means more efforts are put forward and less output is gained, employees may reduce their work efforts or strive for leaving the organization. In academic setting, the theory is equally applicable, as faculty members compare their input with the output. Their input is the amount of time they give to university, classes responsible for, number of student supervision, number of research publications and so on. On the other hand, output is in the form of pay, increment, promotion opportunities and so on. Generally, employees perceive themselves having more input given and less output received due to the subjective and distortive nature of the process of comparison (Beardwell, and Claydon, 2017).

Expectancy theory is based on the work of Vroom (1964) and Lawler (1994). The idea of the expectancy theory is that when employees join the organization, they have higher expectations. When upon joining and after sometime, these expectations are properly fulfilled by the employer, so employees will tend to stay with this organization (Daly, et al., 2006). Contrastingly, if organization is failed in fulfilling employee requirements/expectations, then employees will tend to leave the organization thus causing higher turnover and reduced employee retention by the organization. The expectancy theory further postulates that environmental factors accompanied with structural and psychological factors influence an employee, whether he or she decides to leave or stay in organization. In this framework, structural variable is about different work-related factors such as amount of autonomy given to the staff, their psychological enrichment and so on. The Psychological variable deals with employee psychological state such as job satisfaction and commitment. Furthermore, the environmental variables deal with environmental related factors such as availability of job opportunities in the labor market.

Herzberg (1995) produced a two-factor theory of employee motivation which also helps in understanding employee retention in an organization. According to this theory, there are two types of work factors namely motivating and hygiene factors. The hygiene factors such as company policies, relationship between staff, salary and related aspects, supervisor behavior and so on. These hygiene factors only stop employees from being dissatisfied but their presence does not necessarily lead to employee satisfaction. On the other hand, presence of motivating factors which include growth, learning,

recognition, achievement leads to employee job satisfaction (Armstrong, 2015). In academic setting, if a university only offers hygiene factors such as good working environment and good pay but do not offer motivating factors so it will lead to employee lack of job satisfaction which in return leads to higher turnover among staff. On the other hand, if employees are offered not only hygiene factors but also the motivating factors, it will lead to employee motivation.

There is a vast literature available on employee retention in general and also some specific literature exists regarding employee retention in higher educational context. One thing from literature is clear that employee retention is based on multidimensional factors since it cannot be associated with any single factor (Boxall, Macky, and Rasmussen, 2015). For example, a study conducted by Fitzenz (2013) stated that employee retention is based on different factors such as pay, benefits, workload, culture of the organization, its career development activities and so on. In this regard, it is important to mention that pay alone is not enough to retain employees since employees look for other compensable factors where their self-interests are better served (Shaw, Delery, Jenkins, and Gupta, 1998). Another aspect of employee retention is employee turnover which is very much opposite of employee retention. Previous studies reveal that employee turnover is the product of different factors such as organization reward and recognition system, behavior of supervisor, environment of the workplace, availability of training and development opportunities, and job security (Meyer and Allen, 1991; Snell and Dean, 2006; Arthur, 1994; MacDuffie, 1995; Delaney and Huselid, 2010; Ichniowski, Shaw and Prensushi, 2015).

A study conducted by Zhao, and Kay (2018) investigated the influence of various HR practices on employee retention in US lodging properties. The findings of the study are that workplace culture, hiring practices, promotion and training opportunities, work environment, promotion, and duty timings are important factors shaping employee retention in the selected organizations.

Hassan, Hassan, Khan, and Naseem (2016) propagated the causes of job switching and resulting less employee retention among the managerial staff in the leather industry in Pakistan. The findings of the study are that factors including job security and opportunities, work life balance practices, lack of promotion opportunities, attitude of the employer, and career opportunities offered plays their role in influencing employee retention related decisions.

According to the study of Chew (2016), there was focus on investigating the relationship between different factors and employee retention. The findings of the study are that in terms of preference related to employee decision to stay with particular organization, there is difference of preferences between young and older employees. Young employees prefer factors such as pay and reward, training and development opportunities, advancement in career opportunities, a challenging work, and growth important factors for staying with organization. On the other hand, older employees prefer workplace autonomy, mentoring opportunities available to them, and challenging job as important factors for staying with an organization.

On the other hand, several studies showed the influence of compensation and related factors on employee retention. For example, a study conducted by Trevor, Gerhart, and Boudreau (1997) investigated the relationship between pay and employee turnover. The finding of the study showed that increase in pay decreased in employee turnover thus resulting in better employee retention. Similarly, Gardner, Van Dyne, and Pierre (2013) mentioned that pay is an important employee retention factor which also has motivational power for employees. Milkovich and Newman (2016) investigated the relationship between monetary and non-monetary reward on employee retention. They found that monetary reward has significant influence on employee retention. Another study conducted by Zhao and Kay (2018) that compensation is among important factors shaping employee turnover decisions thus influencing employee retention issues in organization.

Offering good pay along with good reward such as incentives, bonuses and non-monetary pay such as recognition also influence employee retention issues. For example, a study conducted by Walker in 2001, established that recognition from coworkers, team members, and boss improve employee retention. Silbert (2015) also found that employee reward and recognition are important factors shaping employee retention issue in organization.

Availability of promotion and growth opportunities is important motivation for employees. Herzberg two factor theories also support the role of promotion and growth opportunities in effective employee motivation and management. The role of promotion and growth opportunities offered by the employer cannot be underestimated. A study conducted by Pergamit and Veum (2009) investigated the relationship between employee promotion and different employee outcomes. It was revealed that a positive and significant impact of availability of promotion and growth opportunities existed on employee job satisfaction.

Organizations which offer training and development opportunities to employees benefit from having a more skillful and well-adapted workforce. Furthermore, such organization benefit from better satisfying its employees. For example, study conducted by Messmer (2015) found that training and development opportunities offered by the organization improve its employee retention. The importance of training and development for employee retention as well as for organizational performance is also recognized by other experts such as Tomlinson 2016. For employee retention, a factor which is also very important is leadership and supervisory behavior. Eisenberger, Fasolo, and Davis-LaMastro (1990) stated that supervisor relationship and behavior largely determine how employee perceives the organization. Similarly, Brunetto and Farr-Wharton (2015) stated that employee job satisfaction and retention is influenced by employee's job supervisor relationship and style.

Al-Omari, Qblan, Khasawneh (2018) investigated the influence of organizational commitment and job satisfaction on employee decision to stay with particular university. The study was conducted in a Jordanian university. The findings of the study are that organizational commitment significantly and positively influence faculty retention.

Another study conducted by Amutuhaire (2016) conducted in Makerere Univeristy investigated the relationship between remuneration and tenure on employee retention of the university staff. The findings of the study are that remuneration as well as employee tenure influence faculty retention. Similarly, a study conducted by Kipkebut (2016) investigated the relationship between organizational commitments, job satisfaction and employee retention in Kenyan universities context. The findings of the study are that employee retention is based on different factors including role of conflict, age of the faculty members, and availability of promotional opportunities influence faculty retention.

Among several factors reported in the literature, a dominant factor is work environment which influences employee decision to stay with an organization. The importance of work environment is that it influences employee's productivity, efficiency, and way of working, and so on (George and Jones, 2010). Accordingly, work environment includes things such as office spaces, work equipment, heating and air conditioning system, comfortable and ergonomic based equipment's and furniture, and so on. Here it is important to mention that work environment include the physical and psychological aspect. The psychological aspects include work environment characterized by low stress, good working relationship between staff and management and so on. In academic settings, the work environment become more important as faculty members need proper office space and related equipment such as computers for performing their work effectively. The work environment however may not be suitably provided by all employer universities. For example, a study conducted by Obwogi (2017) mentioned that some lecturers

in Kenyan Public sector universities do not have access to some basic teaching facilities such as computer and laptop, printing, desks, office space, library and so on.

Heavy work load also causes employee stress for example, a study conducted by Daly and Dee, (2016) stated that heavy workload such as teaching too many courses or teaching large classes develop high workload and associated lower commitment among teaching faculty. Similarly, Besides other factors, availability of career development opportunities also influences employee decision to stay with an organization. According to Dockel (2015), professional employees such as academic staff not only look for pay but also interested in career promotion and higher positions. The promotion of academic staff from one rank to another such as from lecturer to assistant professor also improve employee motivation and can be used for employee professional career development. However, it is also important to mention that like other countries in the world, in Pakistan, the promotion of staff is also based on certain criteria such as improving qualification (e.g. Ph.D) and research publications (research publications in reputed academic journals). These requirements sometimes create a limitation on universities management to offer career development and promotion opportunities to staff which may be very frustrating for staff (Tettey, 2016). The problem further increases when employees find themselves facing such strict and inconsistent promotion criteria accompanied with the problem of favoritism and manipulation (Waswa & Katana, 2016).

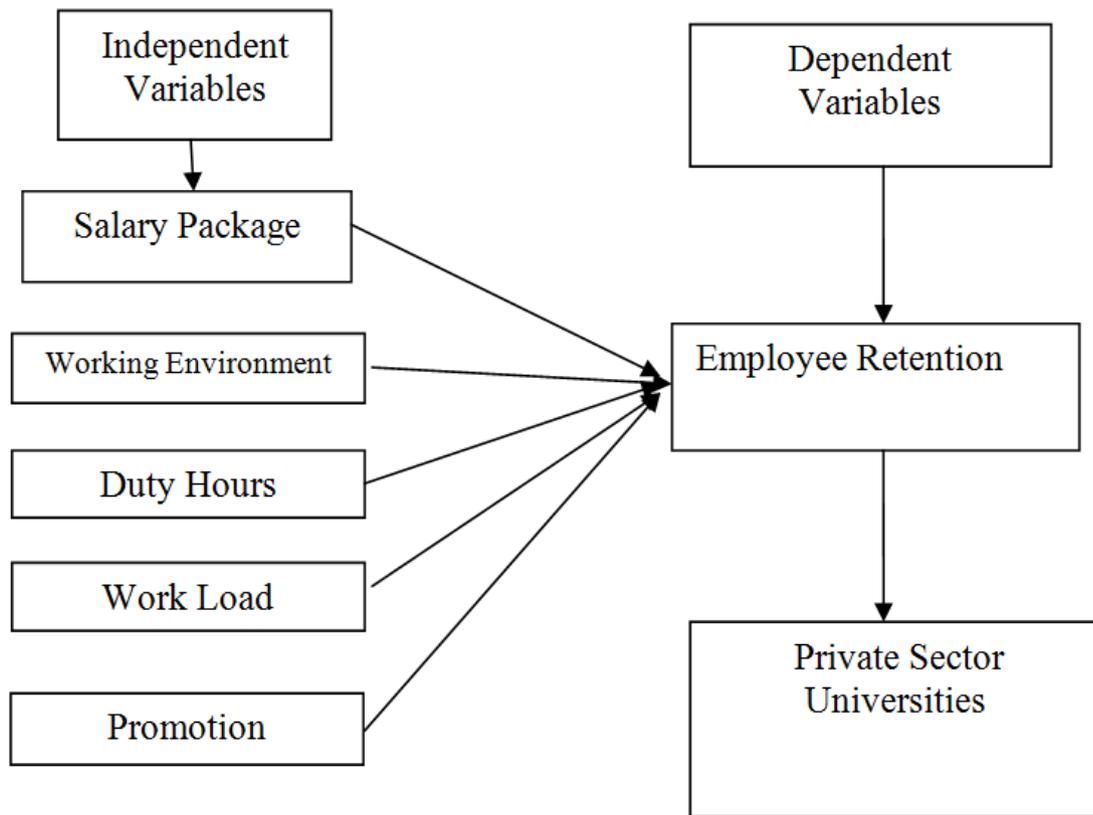
Theoretical Framework

The study is basically inspired from Herzberg's motivation - hygiene theory also commonly known as Two Factor Theory. This theory states that an employee can be retained by motivation through two factors which are, Satisfiers (Motivators) and Dissatisfiers (Hygiene). In this theory satisfiers refers to recognition, responsibility, achievement, work, personal growth and involvement in decision making. While dissatisfiers refer to salary, job security and fringe benefits etc. As per this theory, an employee can be retained by increasing the satisfiers and decreasing the dissatisfiers. If one of these two factors or both are not considered or properly addressed by the employer then, the employee motivation is affected and the retention becomes questionable.

Social exchange theory is one of that theory can predict, why an individual continues the relationship with the employer or to terminate this relationship. The assumptions of the social exchange theory are as under;

1. For measuring the relationship, the cost-benefit analysis is the key.
2. Benefits are increased by individuals and minimize the costs.
3. Individuals at large are egoist by nature.

For the current study the both these theories are considered by the researcher, and the satisfiers, dissatisfiers and cost-benefit analysis have been explored through interviews with the PhD faculty of Private Sector Universities of Peshawar. The reflection of this theory is shown in the conceptual framework of the study.



Research Methodology

There are different research design such as cross-sectional, co relational, and explanatory (Saunders, Lewis, and Thornhill, 2015; Creswell, 2012). In this study, the research design is cross-sectional and explanatory. It is cross sectional since data is only collected once. Further, it is explanatory since it is explaining the relationship between the independent and dependent variables. Research approach of the current study is quantitative. Quantitative approach is suitable when objective is to measure a particular phenomenon or understand the relationship between variables (Saunders, et al., 2015).

Population and Sampling

All the PhD faculty of private sector universities of Peshawar constitutes the population of the study. There are nine private sector universities in Peshawar (Abasyn, City, Northern, IqraNational, Qurtuba, Sarhad, Brain, FAST and CECOS) and the total numbers of PhDs working in these universities are approximately 300.

There are different sampling approaches including random and non-random sampling (Sekaran and Bougie, 2016). In this study, simple random sampling technique is used for data collection as PhD faculty members from each private university were randomly selected. Sample size was determined through Yamane (1967) i.e, $n = \frac{N}{1 + Ne^2}$

A total of 171 questionnaires were distributed and 155 were returned making a response rate of 90 %. The left over questionnaires were discarded due to not fulfilled while some questionnaires were not returned. The responses of the respondents were ensured through voluntary enumerators. The survey took approximately 60 working days to be completed.

Data Collection

There are different methods of data collection such as survey or interview (Bryman & Bell, 2011). Primary data for this study was collected through survey questionnaire which were distributed in the eight private sector universities located in the city of Peshawar. The filled questionnaires were later picked by the researcher and colleagues.

The questionnaire is adapted from previous sources.

Econometric Model

The econometric model of the study is as under.

$Y = f(\text{Salary Package, Working Environment, Duty hours, Work load, Promotion, Increment.}) \dots \dots \dots \text{Eq I}$

$\text{Employee Retention} = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \beta X_5 + \beta X_6 + e \dots \dots \dots \text{Eq II}$

$\text{EmpRtn} = \alpha + \beta_1 \text{spkg} + \beta_2 \text{wenv} + \beta_3 \text{dhrs} + \beta_4 \text{wload} + \beta_5 \text{promt} + \beta_6 \text{incrt} + e \dots \dots \dots \text{Eq III}$

Where as:

EmpRtn= Employees Retention.

X1= Spkg= Salary Package.

X2= Wenv= Working Environment.

X3=dhrs= Duty Hours.

X4=wload= Work Load.

X5=Promt= Promotion of Employee.
 X6=Inct= Increments of an Employee.

Reliability

Reliability indicate how consistent the measures/questionnaire adapted by the study (Sekaran and Bougie, 2016). There are different methods of establishing reliability such as test-retest reliability, split half reliability and inter item consistency reliability. In current study, the reliability is checked using the Cronbach alpha which is a type of internal consistency measure. In this study, all variables had Cronbach alpha of above 0.70 which indicate good reliability. Note that the suggested value is above 0.60 considered satisfactory and above 0.70 considered good as suggested by experts including Field (2013) and Sekaran and Bougie (2016)

RESULTS AND DISCUSSION

Reliability Statistics

The reliability statistics is as under.

Table1 Reliability Statistics

	No of Items	Cronbach Alpha
Work Environment	05	.890
Work Load	05	.853
Promotion	04	.847
Accessibility	04	.832
Duty Timing	05	.872
Employee Retention	05	.891

Work environment is measured by 5 items and have Cronbach alpha of .890. Work load is measured by 5 items and have Cronbach alpha of .853. Promotion is measured by 4 items and have Cronbach alpha of .847. Accessibility is measured by 4 items and have Cronbach alpha of .832. Duty timing is measured by 5 items and have Cronbach alpha of .872, Employee retention is measured by 5 items and have Cronbach Alpha of .891. All variables have Cronbach alpha of above 0.50 which indicate satisfactory reliability of the measured used.

Descriptive Statistics

Table 2 Descriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
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Work Environment	155	1.60	5.00	3.5458	.96384
Work Load	155	1.60	5.00	3.4710	.89667
Promotion	155	1.50	5.00	3.5194	.82648
Accessibility	155	1.50	5.00	3.3661	.93031
Duty Timings	155	1.20	5.00	3.3794	.95921
Employee Retention	155	1.40	5.00	3.5071	.88722
Valid N (listwise)	155				

N=155 *p< 0.05

The descriptive statistics suggest that according to the participants, work environment is above medium level supportive (M=3.54, SD=.96); work load is above medium level (M=3.47, SD=.89); promotion opportunities is only moderately available (M=3.51, SD=.82); accessibility is average level (M=3.36, SD=.93); duty timing flexibility is average level (M=3.37, SD=.95); and employee retention is slightly above average level (M=3.50, SD=.88).

Correlation Analysis

Correlation analysis is given below.

Table 3 Correlations

		1	2	3	4	5	6
WorkEnvironment	Pearson Correlation	1	.826**	.225**	.517**	.640**	.668**
	Sig. (2-tailed)		.000	.005	.000	.000	.000
	N	155	155	155	155	155	155
WorkLoad	Pearson Correlation	.826**	1	.396**	.528**	.720**	.792**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
Promotion	Pearson Correlation	.225**	.396**	1	.300**	.346**	.424**
	Sig. (2-tailed)	.005	.000		.000	.000	.000
	N	155	155	155	155	155	155
Accessibility	Pearson Correlation	.517**	.528**	.300**	1	.637**	.539**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
DutyTimings	Pearson Correlation	.640**	.720**	.346**	.637**	1	.833**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
EmployeeRetention	Pearson Correlation	.668**	.792**	.424**	.539**	.833**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155

** . Correlation is significant at the 0.01 level (2-tailed).

Note: Correlation analysis suggests that our independent variables are positively associated with dependent variable of employee retention. in the correlation analysis, there is positive and significant association between work environment and employee retention (r=.668, P<.05); positive and significant association between work load and employee retention (r=.792, P<.05); positive and significant association between promotion opportunities and employee retention (r=.424, P<.05); positive and significant association between accessibility and employee retention (r=.539, P>.05); and positive and significant association between duty timing and employee retention (r=.833, P<.05).

Regression Analysis

The regression analysis is as under. While testing the regression analysis, its assumptions are also tested. Normality of error term is tested using the histogram and NPP plot give below.

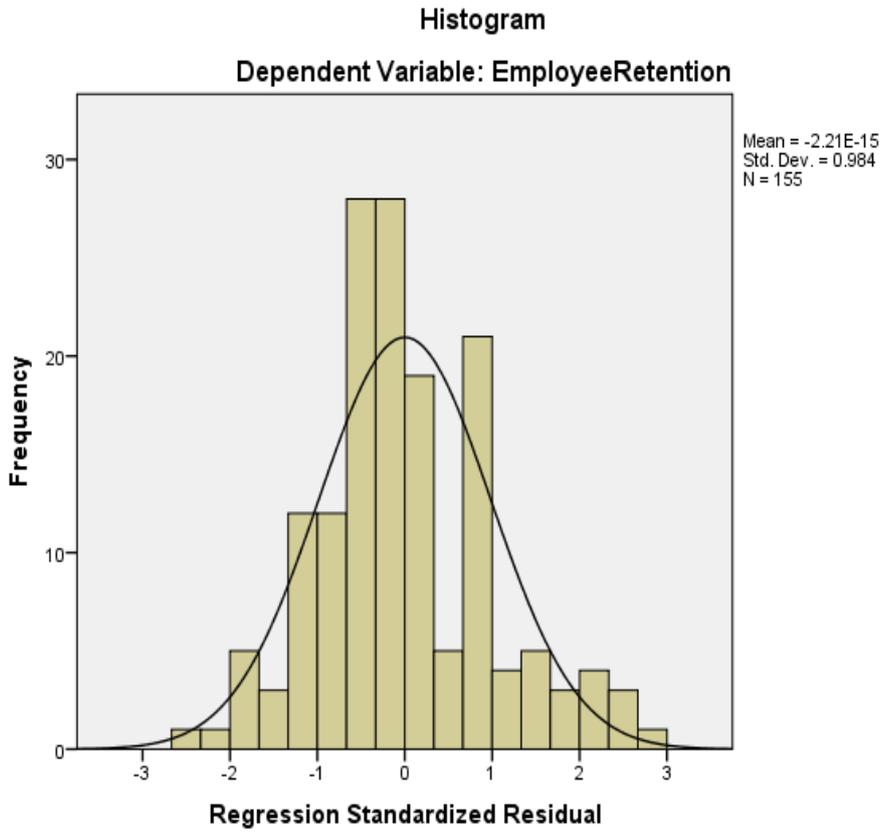


Figure 1: Histogram Regression Standardized Residual

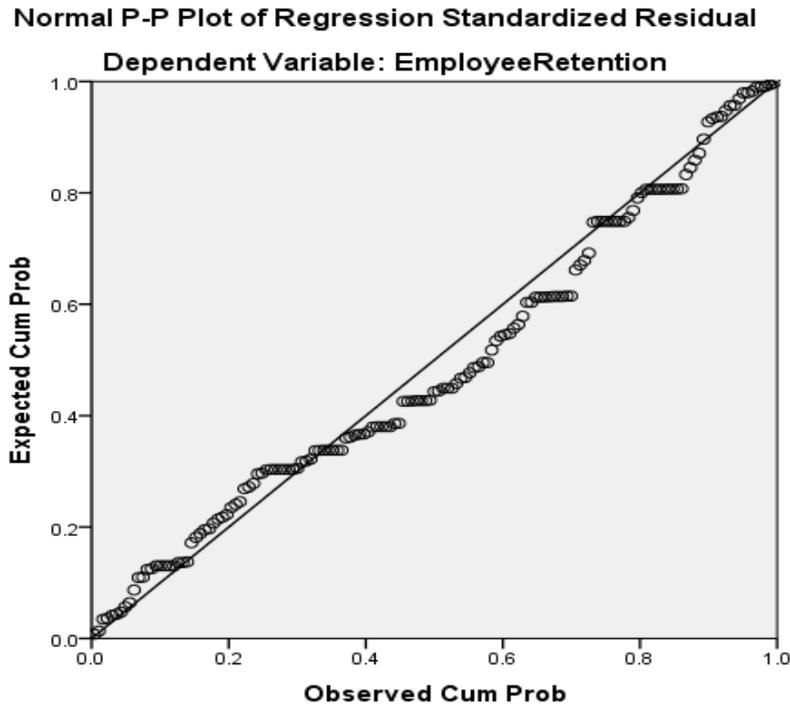


Figure 2: Normal PP Plot

The NPP Plot and histogram of residual shows that normality assumption is satisfied. Multicollinearity statistics is tested using the VIF statistics and found satisfactory. Its values are given in the table below.

Table 4 Multicollinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Environment	.292	3.419
Work Load	.232	4.311
Promotion	.789	1.268
Accessibility	.566	1.766
Duty Timing	.388	2.578

All VIF values are less than 10 so it can be considered that multicollinearity assumption is satisfied in the data. (Note that some experts suggest cut of value of less than 2 and some suggest cut of value of less than 10 as acceptable).

No autocorrelation is tested using the DW statistics (DWStat=1.687). It is close to the desired value of 1.75 to 2.25 indicating that autocorrelation is not big problem in our data.

Table 5 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
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1	.883 ^a	.779	.772	.42373	1.687
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a. Predictors: (Constant), DutyTimings, Promotion, WorkEnvironment, Accessibility, WorkLoad
b. Dependent Variable: EmployeeRetention

The Rsquare indicate that our independent variables explain 77.9% change in the dependent variable of employee retention.

Table 6 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	94.469	5	18.894	105.229	.000 ^b
	Residual	26.753	149	.180		
	Total	121.222	154			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Duty Timings, Promotion, Work Environment, Accessibility, Work Load

The Fstatistics indicate that our model is fit and significant (Fstat=105.22, P<.05).

Table 7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.250	.182		1.369	.173		
Work Environment	.004	.066	.004	.059	.953	.292	3.419
Work Load	.369	.079	.373	4.662	.000	.232	4.311
Promotion	.103	.047	.096	2.205	.029	.789	1.268
Accessibility	-.041	.049	-.043	-.836	.405	.566	1.766
Duty Timings	.515	.057	.557	9.011	.000	.388	2.578

a. Dependent Variable: Employee Retention

The coefficients indicate that work environment has positive but insignificant effects on employee retention ($\beta=.004$, $P>.05$); work load has positive and significant effects ($\beta=.369$, $P<.05$); promotion has positive and significant effects ($\beta=.103$, $P<.05$); accessibility has negative and insignificant effects ($\beta=-.041$, $P>.05$); and duty timing has positive and significant effects on the employee retention ($\beta=.515$, $P<.05$); So it can be concluded that from these factors, workload, promotion opportunities, and duty timing are the most important variables which have significant effects on employee retention.

DISCUSSION

The objectives of the study were to identify the factors or determinants responsible for employee retention in case of Ph.D faculty in private universities context. For this purpose, the study selected five determinants extracted from literature. Data is collected using purposive sampling approach from the PhD faculty working in the selected private sector universities in Peshawar, Pakistan. The findings of the study are that in literature, there are five main determinants of employee retention. These five determinants included work environment, work load, promotion opportunities, accessibility, and duty timings. The first major finding of this study is that work load has significant influence on employee retention of Phd faculty in private sector universities. Work load for Ph.D faculty is about the number of classes responsible for, number of students at different level for research or project supervision, and additional responsibilities if any such as coordination work, chairmanship, and so on. Generally, too much workload can have negative impact on Phd faculty; while, too low work is also not good since it can make employees feel that they are useless. The findings of other studies also acknowledge the role

of workload for employee retention such as Fitzens 2013; Snell and Dean 2006; and Shoaib, Noor, Tirmizi, and Bashir, 2009. For this aspect, it can be argued that universities should focus on giving reasonable teaching, supervision, and administrative work so that it can fulfill employee development needs as well as help employees balance the work-home aspect.

Second important finding of the study is that promotion opportunities is important and have significant impact on employee retention. These finding can also be supported by the Herzberg motivation theory which states that employees are satisfied by the presence of motivational factors including development and growth. Availability of promotion opportunities for Ph.D faculty is thus a motivating factor. Furthermore, since Ph.D faculty are highly qualified and need conscious, so their promotion is a very serious issue and cannot be taken lightly. A constraint here is that most Ph.D faculty are Assistant professor and cannot be promoted to associate or professor level until some HEC related criterion are not fulfilled. Normally, these criteria are related to research publications and number of years of teaching experience. Other studies also acknowledge the importance of promotion opportunities for employee retention including Fitzenz (2013); Zhao and Kay (2018); Nawaz, Jahanian, and Tehreem (2012). More specifically, take example of a study conducted by Hassan, Hassan, Khan, and Naseem (2016) in the context of leather industry in Pakistan. The findings of the study highlighted the role of promotion opportunities for employee retention.

The third major finding of the study is that duty timing is important determinant of employee retention. Duty timing is highly important for Ph.D faculty since several faculty members also take additional visiting classes in other universities. Furthermore, often Ph.D faculty is also involved in different research or consultancy projects; therefore, they cannot be expected to stay in their offices from 9 to 5 pm. Most Ph.D faculty members expect timing flexibility from their employer and if not given, they likely switch to other universities thus causing employee turnover. Findings of other studies also acknowledge the role of employee duty timing for employee retention for example, Zhao and Kay 2018 found significant influence of duty timing on employee retention. Other studies such as conducted by Shoaib, Noor, Tirmizi, and Bashir (2009); Aslam, Shumaila, Azhar, and Sadaqat (2016); Miller, Erickson, and Yust (2010). Overall, all findings are supported by the past literature and thus we can say that our findings are consistent with the findings of previous studies and key theories such as equity theory and Herzberg two factor theory.

CONCLUSION AND RECOMMENDATIONS

From the findings of the study it can be concluded that employee retention is very important especially in the context of the faculty members specially PhD faculty of the private sector universities. Furthermore, it can be concluded that an organization's work load related policy for faculty member is of paramount importance since it decides how many workloads should be assigned to the faculty members. It can be concluded that work load has significant influence on employee retention and thus its importance cannot be ignored. Workload in the private sector universities faculty member is normally consist of teaching hours or classes, supervision of different research program students, and additional administrative duties such as coordinator ship, chairmanship, and so on. If employees perceive workload too much, it will likely to result in changing the job from one organization to another.

Another important point which can be concluded from the findings of the study is that promotion opportunities also have significant influence on employee retention. Since this study only focused on the PhD faculty staff, so their promotion is normally moving from one academic rank to another i.e.

from assistant professor to associate professor and subsequently to full professorship. Furthermore, a lot of PhD faculty members are also interested in gaining some additional responsibilities such as coordinator, chairman, or QEC related work. Therefore, it should be noted that if organization provide such promotion opportunities to its staff, it can lead to favorable outcomes such as employee retention as well as possibility of job satisfaction and commitment. It also helps the staff in preparing them for future assignments. In other words, it is likely to be part of their developmental program.

A key finding of the study is that duty timing also has significant influence on employee retention. From this finding, it can be concluded that faculty members especially the Ph.D faculty are very much interested in duty timings and related issues. If organization provide flexibility in terms of timings such as sign in and sign out time, then it can facilitate employee retention. On the other hand, having a very relaxed policy towards PhD faculty related to timings can also create an environment of lack of discipline or sense of injustice among the non-Ph.D faculty or administrative staff. Therefore, it is vital that universities should develop a good balance between giving flexibility or becoming very strict regarding attendance issues.

- Private sector universities should focus on developing proper HR system in order to improve employee retention especially the PhD faculty.
- Private sector universities should give proper policy and reasonable workload to the staff.
- Private sector universities should give proper promotion opportunities to the staff. In this regard, proper promotion ladder and relevant criteria should be developed and shared with the faculty members.
- Private sector universities should develop sound policy regarding duty timings and give proper importance to it. A good policy should address issues flexibility and discipline in terms of attendance of academic staff.
- Private sector universities should provide physically and psychologically comfortable environment to its faculty staff. In this regard, employment security, supervisory behavior, and positive relationships with colleagues plays important role. Furthermore, good physical facilities such as separate and ventilated spaces, ergonomics based furniture, and heater and air conditioner should be provided.

Managerial Implications

The managerial implications of the findings of the study are as under.

- One of the implications is that the PhD faculty staff should be treated as core staff of the universities and proper policies and practices should be adopted to retain them.
- Another implication is that if a university develops good retention strategies based on workload, opportunities and duty timings, and similar factors, so it can give edge to that university in terms of attracting good quality candidates. Therefore, universities management should focus on these issues.
- Another implication is that proper HR function should be develop which looks in to the employee issues and make proper HR policies and practices enabling firm to manage its staff properly.

Limitations

The limitations of the study are single sector i.e. private sector universities and small sample drawn from single city. Furthermore, the limitation is that the study only used quantitative approach and did not collect qualitative data such as interviews or case studies. Sole method of data collection which is survey is also its limitation.

Directions for Future Research

A future research should focus on conducting qualitative study related to the issue of employee retention in the educational sector. A future researcher should also make use of bigger sample size drawn from different cities and different sectors. A future researcher should also focus on other relevant factors which may have influence on employee's retention.

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