

Employee Retention in Private Universities of Punjab

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ABSTRACT

Employee retention refers to an organization's ability to hold on to its people and reduce turnover. Objective of the study is to understand the situation of employee retention in private universities of Punjab. Data analysis through mean and SD by using SPSS tools. Total no of sample size is 199 (teaching faculty) from four universities namely (Guru kashi university-50, Desh bhagat university-40, CT University-63 and Rayat bahara university-46) Findings indicated that a Guru kashi university shows the highest level of employee retention with the highest mean score of 4.58 Rayat bahara and Desh bhagat university show comparatively low retention levels.

KEYWORDS: *Retention, Private, University*

Introduction

Meaning

Employee retention refers to an organization's ability to hold on to its people and reduce turnover. Employers can improve their retention numbers in several ways, including by offering competitive compensation and benefits, creating a positive workplace culture, giving workers some flexibility with where and when they work, formally recognizing high achievers, and promoting work-life balance. www.oracle.com

Benefits of Employee Retention

- **Reducing Recruitment and Training Costs:** Retaining employees reduces expenses paid in the exhaustive recruitment process.
- **Minimising Production Cost and Wastage:** A stable workforce ensures smoother operations, reducing production costs, and minimising wastage due to workforce disturbances.
- **Maximising Productivity and Work Quality:** Engaged and satisfied employees tend to be more productive and maintain higher work standards, positively impacting the organisation's output.
- **Increasing Revenue and ROI:** Retained employees contribute to the company's growth and success, ultimately reflecting increased revenue and Return on Investment (ROI).

How to Measure Employee Retention

Building strategies is only half the work. Measuring employee retention allows organizations to calculate ROI, identify at-risk teams, and refine policies to match workforce needs. Here are **key metrics** every HR leader should track:

- **Retention rate:** This is the most important metric for tracking stability. It measures the percentage of employees who remain with the organization over a specific period. The formula is:

$$\text{Retention Rate} = (\text{Number of employees who stayed} \div \text{Total number of employees}) \times 100$$

www.sociabble.com

Review of Literature

Allen, Bryant and Vardaman (2010) Despite extensive scholarly research and organizational interest in employee turnover, there remains a gap between science and practice in this area. This article bridges this gap and replaces several misconceptions about turnover with guidelines for evidence-based retention management strategies focused on shared understanding of turnover, knowledge of cause-and-effect relationships, and the ability to adapt this knowledge and apply it to disparate contexts. We provide new tools such as an illustration of the relative strength of turnover predictors, a summary of evidence-based HR strategies for managing turnover, and a new framework for implementing evidence-based retention strategies. We conclude with a research agenda to build on this evidence-based understanding.

Kossivi and Ming Xu (2016), Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term. This

paper focuses on reviewing the findings of previous studies conducted by various researchers with the aim to identify determinants factors of employee retention. This research closely looked at the following broad factors: development opportunities, compensation, work-life balance, management/leadership, work environment, social support, autonomy, training and development. The study reached the conclusion that further investigations need to be conducted regarding employee retention to better comprehend this complex field of human resource management.

Wanyeua (2025) Employee retention remains a critical challenge in human resource management (HRM). This study systematically examines the intellectual evolution, thematic clusters, and emerging trends of embeddedness theory in HRM from 1995 to 2025, Findings reveal a dual focus on micro-level constructs, including job satisfaction and turnover intention, and macro-level themes, such as organizational commitment and performance. Recent trends highlight organizational and institutional contexts, cross-cultural perspectives, and post-pandemic dynamics. The study provides the first comprehensive longitudinal mapping of embeddedness theory in HRM, clarifying its intellectual structure, key contributors, and evolving research frontiers. These insights offer actionable guidance for scholars and practitioners, emphasizing the integration of multi-level and contextual factors to enhance employee retention in increasingly complex and globalized work environments.

Tamilarasu and Nagalakshmi (2025) Employee retention remains a critical challenge for organizations striving to maintain a skilled and committed workforce. This study explores effective strategies for enhancing employee retention by addressing key factors such as job satisfaction, organizational commitment, and turnover prevention. Employees are invaluable assets, and their retention directly impacts an organization's stability and success. Understanding the root causes of employee turnover and implementing proactive measures can help organizations create a more engaging and supportive work environment. The objective of this study is to highlight the significance of employee retention in today's competitive landscape and emphasize the potential risks organizations face if they fail to prioritize this issue. Without timely interventions, businesses may experience decreased productivity, increased recruitment costs, and overall industry setbacks.

Tomar and Budshare (2025) stated that employee retention plays a strategic role in shaping an organization's long-term success. It impacts not only workforce stability and institutional knowledge but also productivity, morale, and profitability. This study investigates the drivers of employee retention and their effect on organizational performance using a mixed method approach, combining literature review, field research, and quantitative analysis of employee survey data. The results underscore that career development, leadership quality, and employee engagement are central to effective retention strategies. The paper concluded with practical recommendations, particularly tailored for Wipro, to build a resilient and high-performing workforce.

Objective

To understand the situation of employee retention in private universities of Punjab

Data collection

The data is descriptive in nature. Data collected through self-structured questionnaire by using snow ball technique methods. Data analysis through mean and SD by using spss tools. Total no of sample size is 199 (teaching faculty) from four universities namely (Guru kashi university-50, Desh bhagat university-40, CT University-63 and Rayat bahara university-46)

Analysis

Employee Retention

Universities	N/%	SD	D	N	A	SA	Total	Mean	S.D.
Guru kashi university	N	2	3	12	16	17	50	4.58	0.85
	%	4	6	24	32	34	100.0		

Desh bhagat University	N	1	2	8	13	16	40	3.67	1.18
	%	2.5	5	20	32.5	40	100		
CT University	N	2	3	13	22	23	63	3.91	1.05
	%	3.1	4.7	20.6	34.9	36.5	100.0		
Rayat bahara university	N	3	4	8	14	17	46	3.64	0.95
	%	6.5	8.6	17.3	30.4	36.9	100		
TOTAL	N	8	12	4	65	73	199	3.95	1.07
	%	4.0	6.0	2.0	32.6	36.6	100.0		

Source: Survey, Note:*Significant at 5 percent level of significance

The table shows the level of agreement regarding Employee Retention among employees of different universities. The responses are divided into SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA (Strongly Agree). Mean score and standard deviation are also provided.

Among all universities, Guru Kashi University has the highest mean score of 4.58, which indicates the highest level of employee retention. A large number of respondents selected Agree (32%) and Strongly Agree (34%), showing that employees are more satisfied and likely to stay in the organization.

On the other hand, Rayat Bahra University has the lowest mean score of 3.64, followed closely by Desh Bhagat University with a mean of 3.67. This indicates comparatively lower employee retention in these universities. CT University has a moderate level of employee retention with a mean score of 3.91.

Overall, the combined mean score is 3.95, which shows that employee retention in the selected universities is generally positive and satisfactory. Most respondents fall under the Agree (32.6%) and Strongly Agree (36.6%) categories, indicating that employees tend to remain associated with their institutions.

Therefore, it can be concluded that employee retention is highest in Guru Kashi University, while overall employee retention across all universities is also at a satisfactory

Conclusion

The Study concludes that employee retention is satisfactory across the selected universities. Guru kashi university shows the highest level of employee retention with the highest mean score of 4.58 rayat bahara and desh bhagat university show comparatively low retention levels. Overall, mostv respondents agreed or strongly agreed regarding retention practices in their universities. Hence, the findings indicate a positive employee retention environment in the higher education institution studied

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