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Employee Motivation and Retention in Colleges of Hilly Districts of Province Four of Nepal

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Abstract

Purpose – The purpose of this study is to explore the nature of human resource management in public and private colleges in the hilly districts of Province 04 of Nepal. In particular, it explores the extent to which HR practice is integrated into organizational strategy and devolved to line management. Design/methodology/approach – A structured interview was conducted with the senior/junior and lower degree clerks and staff of the college. A quantitative and qualitative exploratory research design was used to study human resources management. Findings – The degree of integration of HR practice appears to be increasing within this university/college sector, motivation sectors have great influence for the performance, productivity and retention of the staff. Research limitations/implications – The survey is inevitably based on a varied samples; however this represents 90 per cent of the relevant manpower of the college. Practical implications – It appears unlikely from a cultural perspective that the devolvement of responsibility and feeling of ownership will be achieved as a result of HR strategy. National cultural, political and social factors continue to be highly influential in shaping the Nepalese business environment. Originality/value – Few papers have explored HR practice in Nepal. Rigorous study in the HR issues in the education sector in Nepal would be helpful for the educational leaders.

Key words: *college, human resource management, motivation, retention.*

Introduction

The word motivation originated from the concept of motive which describes an individual's drives and needs that are essential to achieve certain desires (Chaudhary & Sharma, 2012). Today more than ever before in human history, the wealth or poverty of a nation depends on the quality of the higher education (Malcolm Gillis, 1999).

Motivational aspects refer to tangible rewards such as salary and fringe benefits like bonuses and allowances, security, promotion, contract of service, and the working conditions. Motivational aspects refer to tangible rewards such as salary and fringe benefits like bonuses and allowances, security, promotion, contract of service, and the working conditions.

Extrinsic motivational aspects refer to tangible rewards such as salary and fringe benefits like bonuses and allowances, security, promotion, contract of service, and the working conditions. Intrinsic motivation refers to psychological related rewards such as the opportunity to use one's ability, positive recognition, and opportunities for career advancement (Buberwa, 2015).

In today's era, organizations are coming across various challenges about 21st century human resource; that includes employing new technology, globalization, everyday innovations, political as well as economical instability and ethical & ecological challenges (Theunissen, 2007). Similarly (Tzafrir et al., 2004) shed light on the importance of focus of HR towards employees' benefits and concerns as employees play a vital role in organizational success.

Another aspect of HRM practices is job definition, which is the combination of job description and job specification. In this regard, Qureshi and Ramay (2006) state that job definition clearly outlines duties, responsibilities, working conditions and expected skills of an individual performing that job. In another research, Brown and Heywood (2005) state that 'performance appraisal represents, in part, a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers'. Employees' commitment and productivity can also be improved with performance appraisal systems (Brown & Benson, 2003)

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention (Colarelli and Montei 1996; Becker, 1993). Wang and Hsieh (2013) postulated that "when employees perceive that they are supported and treated sincerely, they increase their engagement at work. Further, Johnsrud and Rosser (1999) found that feelings of trust and good communication with a supervisor led to higher levels of job satisfaction in mid-level staff. Rosser (2004) found that when an employee felt someone cared about their professional development and supported his or her career path, they also exhibited higher levels of job satisfaction and less intent to leave.

Review of Literature

Employee recognition as a form of reward can be both tangible and intangible. Tangible recognition comes in many forms, such as "employee of the month," perfect attendance, or other

special awards. Recognition also can be intangible and psychological in nature. Feedback from managers and supervisors that acknowledge extra effort and performance of individuals provides recognition, even though monetary rewards are not given.

To achieve greater performance links to organizational and individual performance, a growing number of private-sector firms are using variable pay and incentives programs. These programs in the form of cash bonuses or lump sum payments are one mechanism used to reward extra performance. Employee retention is having competitive benefits programs. Offering health insurance, retirement, tuition assistance, and many other benefits commonly offered by competing employers is vital.

Strategic HRM involves designing and implementing a set of proactive HR policies/practices that ensures that an organization's human capital contributes to the achievements of its corporate objectives (David, Chin and Victor, 2002). In the early 1980's the strategic concept in academic staffing began to gain popularity, due to the fact that resources in educational funding in America were becoming scarce. This is also due to the fact that faculty and supporting staff salaries, wages, and fringe benefits average 70 to 80% of an institution's operating budget (Mortimer, 1985). Hence the concept of strategic staffing gained momentum to play a vital role in the labor-intensive industry of higher education (Mortimer & Tierney, 1979). According to Keller (1983), American higher education in the 1980's entered a new era that required new procedures and new attitudes: better planning, strategic decision-making, and more directed change in human resource management. After his ground breaking publication of Academic Strategy (Keller, 1983), many colleges and universities became interested in instituting a strategic approach to human resource management in their organizations.

Besides hiring the right person for right job at right time, HRM is also responsible for employee motivation, satisfaction, training, long term development & retention (Walker, 1994). He, further elucidates that the integration of HR with businesses require a brand new paradigm for managing people in an organization, it also explains that HR propose solutions for many complicated issues related to organizational success.

Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger, 1999). Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization (Wilson, 2000). Companies which are providing the training and

development programs for their employees are achieving high level of employee satisfaction and low employee turnover (Wagner, 2000). Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career (Rosenwald, 2000). Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel.

Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization (Logan, 2000). Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization (Moses, 2000). Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development (Wagner, 2000). Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees (Nunn, 2000).

Methodology

All fulltime professional staff members (N=229) at the 8 participating college institutions were invited to complete to fill up the structured questionnaires. Prior to the distribution of the research instrument, the college/institution heads or equivalent staff were provided with a full description of the research plan and survey instrument for approval.

Limitations of the study

This may include a low response rate to the survey by nonacademic staff from college institutions or data that yields inconclusive results. While the results of this research may provide the institutions under study with valuable information, further research is needed to generalize the results to a more diverse set of institutions of higher education of other provinces. There may be temporal effects unexplored and unaccounted for within this study that could be studied to add validity to the results by repeating the same study with the same population over time at varying times in other years.

Result

Out of total (N=229) respondents the frequency rate of disagreement and the valid percent (43.7%) of salary is higher than agreement with its valid percent of (42.8%). Job satisfaction, salary

structure, incentive schemes, shares and profits etc., which are prime motivators for the employees/workers, are at jargon as per the findings.

No any complete satisfaction/dissatisfaction or agree/disagree responses were found in the organizations (see statistics in below tables). This intrigues in-depth study of the marked degree of variance in different colleges of the province and elsewhere in other provinces of Nepal.

Motivation

Creation of learning environment for the employees expands the knowledge of organization and competitive ability because they are somehow motivated at their works.

Internationally different organizations, institutions or companies provide training and development program to their employees for the improvement of their skills and abilities. But there seems a challenge in terms of motivation and retention for their sustainable workforce recognition.

Retention

Retention of employees has become a primary concern in many organizations for several reasons. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them opportunities for improving their learning (Logan 2000). Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention (Rosenwald, 2000).

Several managers found that positive learning atmosphere directed to higher retention rates (Dillich, 2000). Employers can reduce turnover. Once selected, individuals who receive effective orientation and training are less likely to leave. Compensation is important because a competitive, fair, and equitable pay system can help reduce turnover. Inadequate benefits also may lead to voluntary turnover, especially if other employers offer significantly higher compensation levels for similar jobs. Employee relations, including fair/nondiscriminatory treatment and enforcement of HR policies, can enhance retention also. Surveys of employees consistently show that career opportunities and rewards are the two most important determinants of retention. Finally, job design/work factors and fair and supportive employee relationships with others inside the organization contribute a lot to the retention.

Discussion/Future Prospects

The employee recruitment and selection process is largely inadequate and needs effective attention. When there are defects in recruiting and selection of the employee due to various reasons there ought to raise implications in the working environment of the faculty or the organization as

a whole. Then organizations find it difficult to stay competitive and maintain harmony in it. Employees are esteemed resource of the organization and success or failure of the organization relay on the performance of employees (Jehanzeb & Bashir, 2013). In my previous article the recruitment and staffing plan was analyzed empirically...The foremost function of HR is to locate the people with needed expertise for the progression of a company (Miller & Cardy, 2000). The quality of people hired depends highly on how effective recruitment & selection strategies are. However, this process of recruitment & selection is not always sailing smoothly and is faced with many challenges due to globalization that has allowed firms to invest overseas. Tangible problems faced during the process may include the cost of advertising job openings while intangible obstacles can be communication gaps between recruiters and hiring managers. We know that every person is different from another; even the hiring committee will make decisions on the basis of their own perceptions as they are influenced by their values, beliefs and social views and thus it is difficult to rule out the possibility of biasness. The HR of multinationals and local firms is passing through a difficult time. Both kinds of firms are struggling hard to find suitable candidates. In order to select the cream of talented people out of the whole pool, it is extremely important for 21st century managers to broaden their view of judging people on the basis of their origin, culture, values, ethnicity and background.

Personal characteristics and work characteristics also examine job satisfaction in organizations. The cumulative data analysis of motivation and retention in the service of different colleges' employees under HR Management and its productivity shows tongue- biting performance.

Some researchers have also figured that the emotional agreement between employer and employee are the central element of organizational performance. Masoud and Camal (2010) studied the effect of motivation on employee productivity and reported that motivation was one of the key contributors to the productivity of employees. Some studies have demonstrated that faculty members are more motivated by intrinsic factors (i.e. satisfaction with the academic components of their positions) while staff reported being more motivated by extrinsic factors (i.e. salary satisfaction and relationships with university management) (Fuller, Hester, Barnett, Frey, & Relyea, 2006; Kusku, 2003).

Joseph Simplico (2010) articulates that the individual employees of a college or university are those who fulfill the institution’s values – they are the “guardians” of a campus’s culture and values. If an individual has personal values that conflict with the institution’s values, or feels that

the institutional values may be preventing the school from moving forward, this may cause conflict and result in lower levels of job satisfaction associated with the presence of core values.

Volkwein and Parmley (2000) found that overly controlled work environments and workplace pressure contribute to lower job satisfaction scores. The presence of core institutional values, especially values that are incongruent with personal values, may increase a sense of institutional control or pressure and negatively affect job satisfaction.

Conclusion

Employee motivation during in-service and retention in the service has its great importance for the managers and organization. The growth and production of any organization has / should have a triangular congruency with employee, manager and an organization (employer). If employees are satisfied they become more committed to their job/s, come forward with better and more creative ideas. Also people develop greater trust and respect for each other. In this way new values are generated with greater collaboration and teamwork. Success of an institution remains with the broad philosophical and ideological HR knowledge that supports the organization/college to run smoothly and progressively.

'The end'

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Annex: 1 – Key Results of Questionnaire Survey

1. The salaries are as per government norms?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	100	30.8	43.7	43.7
	Neither Agree nor Disagree	31	9.5	13.5	57.2
	Agree	98	30.2	42.8	100.0
	Total	229	70.5	100.0	
Missing	System	96	29.5		
Total		325	100.0		

2. Are you satisfied with present employee salary structure?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	106	32.6	45.3	45.3
	Neither Agree nor Disagree	40	12.3	17.1	62.4
	Agree	88	27.1	37.6	100.0
	Total	234	72.0	100.0	
Missing	System	91	28.0		
Total		325	100.0		

3. Job performance of an individual is very important in determining the earnings of employees in the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	33	10.2	13.9	13.9
	Neither Agree nor Disagree	45	13.8	19.0	32.9
	Agree	159	48.9	67.1	100.0
	Total	237	72.9	100.0	
Missing	System	88	27.1		
Total		325	100.0		

4. Which type of incentive scheme is implemented in the institute?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No any type of Incentive Scheme	53	16.3	22.1	22.1
	Individual Incentive Schemes	23	7.1	9.6	39.2
	Group Incentive Schemes	70	21.5	29.2	100.0
	Both	94	28.9		100.0
	Total	240	73.8		
Missing	System	85	26.2		
Total		325	100.0		

5. All employees are eligible for company incentive plans, profit sharing plans/gain sharing plans?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	92	28.3	39.5	39.5
	Neither Agree nor Disagree	47	14.5	20.2	59.7
	Agree	94	28.9	40.3	100.0
	Total	233	71.7	100.0	
Missing	System	92	28.3		
Total		325	100.0		

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