



## MANAGING TALENT EXODUS -A NEW CHALLENGE FOR EDUCATION SECTOR

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### ABSTRACT

**A**lthough teacher recruitment and retention have been policy concerns for many years, the strategic alignment of educator talent management initiatives has only recently begun to gain momentum. The adoption of a more comprehensive and strategic approach to securing sufficient number of teachers is evidenced by the creation of human capital or talent management initiatives in many self financing institutions in Kerala. Leading self financing institutions oversee various policies and practices that aim to attract the top talent; others are also concerned with creating an appropriate mix of incentives to maintain a strong teaching force for their students. Some of the attrition rates of teachers in self financing colleges match their revenue growth rates. This is giving a severe headache to the management. And, this has added to a new function – ‘Talent Management’. Talent management is a mindset that should be embedded in the DNA architecture of an organization. Talent management is a very conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet the current and future organizational needs. The new talent management process focuses more on pools of talent than on specific individuals. It takes a broad view of satisfying the need for the right mix of talent to implement today’s and tomorrow’s strategies. It is no longer about hiring the best person for a position now, but about hiring people who may qualify for key positions in the future. The paper focuses on the initiatives and efforts taken by the self financing education sector for managing the talent exodus.

**KEY WORDS:** Talent exodus, Generation Y, Talent management, Employee turnover, Talent retention

### INTRODUCTION

Best practices in talent management vary from industry to industry, companies within an industry and among jobs within a company. Attracting, developing and retaining employees, ensuring a pipeline of qualified people and building culture of engagement and productivity are important to the success of any organization. With the real technology support, the logic

behind talent management is that it allows organizations to identify and address skill gaps with targeted training and development-all through a centralized system.

Talent management’s best practices, such as learning and development, performance management and succession planning have relevance and applicability across all sectors including education. Granted talent



management is relatively new conversation for the private education sector, which neither traditionally has nor fully invested in these types of learning and performance management technologies or made transition from administrative tactical human resources to more strategic talent management. However more similarities than differences exist between the types of talent management strategies advocated within and outside the education field. After all the employees generally have the same priorities-Interesting work, a salary to support their life style, a positive work environment and flexibility to maintain a reasonable work life balance. Within and outside the education field, the talent management practices generally span three categories : recruitment, retention and development.

Scarcity of teachers is probably the biggest problem faced by the self financing colleges in Kerala and this is acknowledged widely. Colleges have not only seen a decline in the number of teachers over the years but also face numerous hurdles in the way of recruitment and in ensuring that teachers stay at their posts. The burden of work on the currently appointed teachers includes evaluation work for the university as well as a range of administrative tasks in the college. The admissions process is particularly long winded. Though the course is supposed to begin in July, the admission process is delayed well into September. Teachers involved in the process may have to forgo teaching during this period. There is urgent need to supplement and improve the facilities that are currently available at the remotely located colleges, which suffer the most acute scarcity of teacher.

According to a joint study by IBM Corporation and Human Capital Institute, although attention to talent management practices varied substantially across the industries, the education field was less likely to engage in enlightened talent management practices. Education lagged behind all of the following industries: Banking, Retail, Financial markets, Health care, Telecom, Professional services, Industrial products, and Electronic/technology and Consumer products. Interestingly, the companies that engage in most talent management activities were referred to as knowledge -intensive industries, while education which clearly should be knowledge intensive was not. (Talent management in the private and education sectors -A literature review Ellen Behrstock, Learning point associates). Indeed there is no system for attracting, training and supporting the best people for the job in the field of education.

## **I. STATEMENT OF RESEARCH PROBLEM AND THE RESEARCH GAP**

Talent management is one of the biggest challenges faced by the education field today. Two major trends explain the growing importance of talent management as an important HR issue. First, a constant rise in employee turnover has an adverse impact on organizational effectiveness. Second, the ever rising cost of turnover, especially when it involves high performers. A combination of demographic, economic and financial dynamics is leading to shortages of teachers joining the teaching profession forcing the self financing colleges to rethink their strategies and priorities for replenishing and growing their work force. Within and outside the education field, talent management practices generally span three categories, namely, recruitment, retention and development. A research gap exists in education sector as these areas were not given proper attention.

## **II. SCOPE OF THE STUDY**

The study analyses the existing concept of talent management and the challenges faced in relation to talent attraction, talent shortage and retention. It also discusses the reasons behind massive attrition rates and suggest measures for effective management of talent exodus for organizations to survive in this competitive world. The sampling area was limited to six management institutes affiliated to Mahatma Gandhi University in the southern part of Ernakulam district in Kerala.

## **III OBJECTIVES OF THE STUDY**

1. To examine how self financing colleges are managing the talent exodus.
2. To assess the impact of teachers' turnover on institutions.
3. To find out the broad areas of concern that teachers state when they leave the institution.
4. To identify the challenges involved in retaining teachers and measure the effectiveness of talent retention programmes.

## **IV RESEARCH METHODOLOGY**

The methodology used for the study is descriptive in nature and is based on primary data collected through questionnaire. The data was collected from 14 teachers who left their previous institutions and 6 people left industries and opted teaching as their profession. The data was collected during the month of July 2015. The data was collected from full time teachers at post graduate level.

**V HYPOTHESIS**

The Null Hypothesis stated for the study is

1. There is no association between age group and deciding factor for next employment
2. There is no significant relationship between Gender and Employee turnover.
3. There is no association between Age and Career plan

4. There is no relationship between Gender and Challenges in retaining teachers

**VI DATA ANALYSIS**

The Statistical Package for Social Sciences (SPSS 16.0) was used for data analysis. Chi-square tests are used to test the hypothesis. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis.

**A. Testing Hypothesis**

1. **There is no association between age group and deciding factor for next employment**

**Table No 1.1**

		Deciding factor for Next Employment-Cross Tab				Total
		Brand image	Job profile	career development	compensation and benefits	
Age	20-30	0	2	1	0	3
	30-40	3	1	0	2	6
	40-50	0	3	0	4	7
	50 and above	2	2	0	0	4
Total		5	8	1	6	20

Source: - Compiled from Field Study

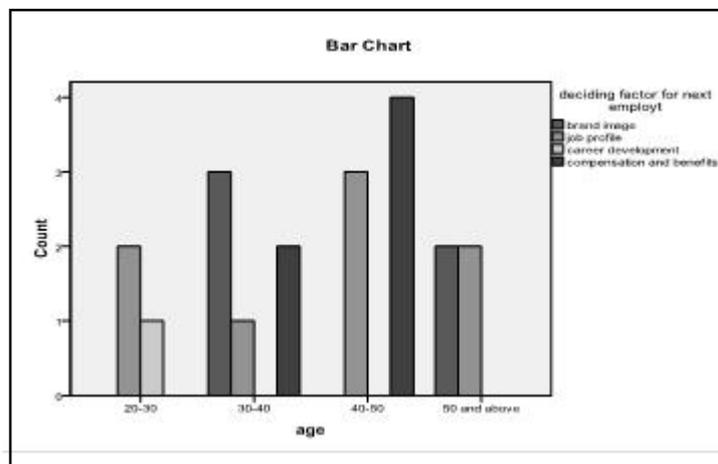
**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.972 <sup>a</sup>	9	.067
Likelihood Ratio	17.901	9	.036
Linear-by-Linear Association	.122	1	.727
N of Valid Cases	20		

a. 16 cells (100.0%) have expected count less than 5. The minimum expected count is .15.

**Interpretation:** As the chi-square value is 0.067 which is greater than the table value 0.05 we can accept the null hypothesis i.e., There is no association between age group and deciding factor for next employment.

**Chart No 1**



(Source: - Compiled from Field Study)



For different age groups the deciding factor for next employment will be different. people who belong to 20-30 age group gives importance to job profile,30-40 considers brand image ,40-50 considers compensation and benefits and 50 and above gives equal weightages to job profile and brand image

**2..There is no significant relationship between Gender and Employee turnover.**

**Table No 2.2**

		Consequences of turnover-Cross Tab			Total
		Degradation in service	loss of expertise	administrative problems	
Gender	Male	1	7	1	9
	Female	6	2	3	11
Total		7	9	4	20

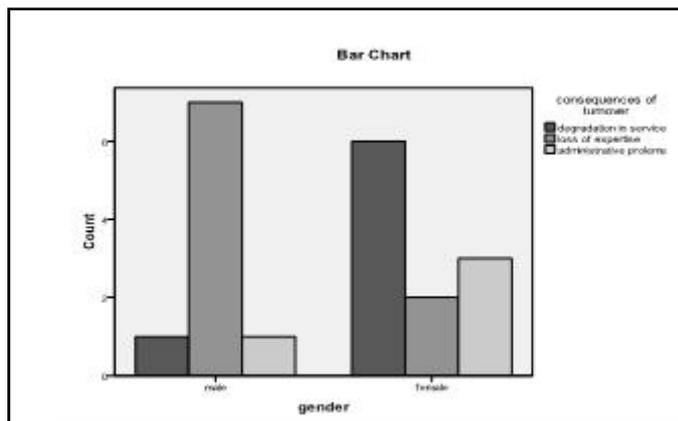
(Source: - Compiled from Field Study)

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.221 <sup>a</sup>	2	.027
Likelihood Ratio	7.751	2	.021
Linear-by-Linear Association	.663	1	.415
N of Valid Cases	20		

a. 6 cells (100.0%) have expected count less than 5. The minimum expected count is 1.80.

**Interpretation:**The chi-square value is 0.027 which is less than the table value 0.05, so we reject the null hypothesis i.e., There is a significant relationship between Gender and Employee turnover.



(Source: - Compiled from Field Study)

All respondents have common opinion about factors affecting employee turnover. Males staff considers loss of expertise is the important consequence of employee turnover, while female staff believes that degradation in the service quality will be direct impact of employee turnover.

**3. There is no association between Age and Career plan**

		career plans review-Cross Tab				Total
		every quarter	half yearly	annually	more than that	
age	20-30	0	0	3	0	3
	30-40	2	0	3	1	6
	40-50	0	0	4	3	7
	50 and above	0	1	2	1	4
Total		2	1	12	5	20

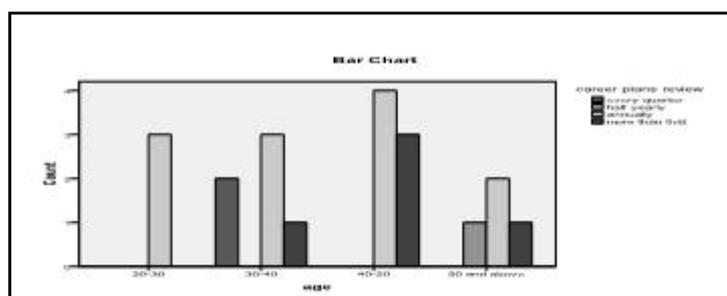
(Source: - Compiled from Field Study)

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.452 <sup>a</sup>	9	.246
Likelihood Ratio	11.309	9	.255
Linear-by-Linear Association	.650	1	.420
N of Valid Cases	20		

a. 16 cells (100.0%) have expected count less than 5. The minimum expected count is .15.

**Interpretation:** The Pearson chi-square value is 0.246 which is greater than the table value 0.05. so we accept the H0 hypothesis i.e., there is no association between age and career plan



(Source: - Compiled from Field Study)

All the members in different age groups review combinations .but all of them give weightage to annual review of career plan. People belong to 20-30 do career review annually only, others have different

**4. There is no relationship between Gender and Challenges in retaining teachers**

		Challenge in retaining teachers - Cross Tab				Total
		convincing teachers to pursue careers in education	education has a negative image	no longer a stable, rewarding opportunity	offering a good salary according to their expectations	
Gender	Male	2	4	0	3	9
	Female	3	2	1	5	11
Total		5	6	1	8	20

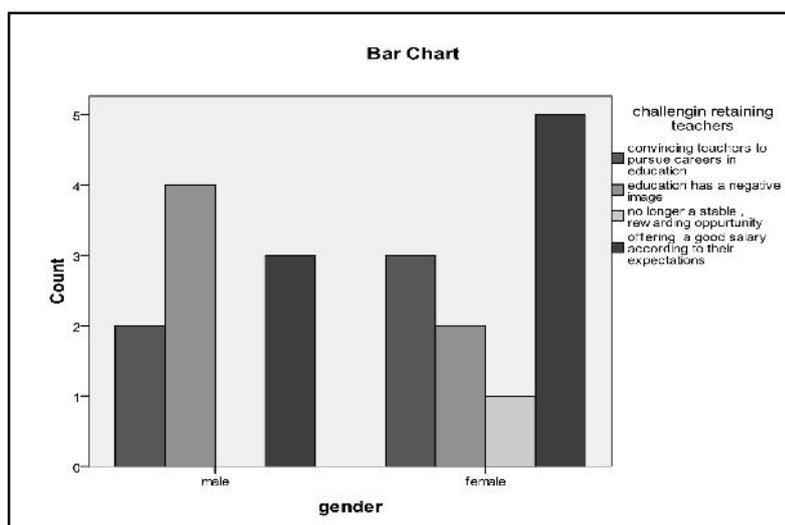
(Source: - Compiled from Field Study)

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.189 <sup>a</sup>	3	.534
Likelihood Ratio	2.572	3	.462
Linear-by-Linear Association	.244	1	.621
N of Valid Cases	20		

a. 8 cells (100.0%) have expected count less than 5. The minimum expected count is .45.

**Interpretation:** The Pearson value is 0.534 which is greater than the table value 0.05, so we accept null hypothesis. There is no relationship between Gender and Challenges in retaining teachers.



(Source: - Compiled from Field Study)

Male staff believes that education has a negative image in the eyes of younger people, while female staff believes that offering a good salary according to their expectations is a major challenge in retaining teachers.

## VII. FINDINGS OF THE STUDY

- Teachers believed that managing employee turnover has become a major challenge for organizations today.
- Majority of respondents believe that if they are leaving organization it creates cost burden on the employer.
- Brand image and compensation are the two factors influenced the teachers in the option of current employment.
- In managing employee turnover, the main concern is why they are leaving the institution.
- The main consequences of employee turnover are degradation in service quality, loss of expertise and negative image of the organization.
- The broad areas of concern expressed by teachers when they were leaving the institution are

- Lack of growth and advancement opportunities.
- Lack of competitive compensation and rewards

## VIII .CONCLUSION

Almost all respondents agreed with Robert Levin and Joseph Rosse's statement, "Workers today are going to flow through organizations as they flow through their careers". It is high time for organizations to realize that each employee is valuable and their added experience makes them even more valuable in future.

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