

Organisational Communication: The Best Way of Retaining Knowledgeworkers in Higher Education Sector

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Abstract— Organizational culture is defined by various dimensions. Organisational Communication is one of them. Organisational Communication is lifeblood for an organization that build bridges among the employees within the organization. Achieving universal goals of an organization is promised only through the communication. This study aims at identifying the effects of Organisational communication in retention of employees in higher education sector. This study describes the relationship of organizational communication in retaining knowledge workers in higher education sector. The area of study is respondents from Jaipur City and sample size is 60 employees of higher education sector. 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 Organisational communication and Employee Retention. It has analyzed that Inter personal relationship is a major factor that contribute towards employee retention and it has found that various elements of organisational communication have positive relationship with employee retention in higher education sector.

Keywords: Communication, Employee Retention, Higher Education, Job Satisfaction,

I. INTRODUCTION

People join various organizations in most part of their lives. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. The Indian higher education sector is facing skill shortages due to poor satisfaction of knowledge workers. Researchers have suggested that retention is heavily influenced by the broader organizational culture which includes, work environment, team work, trust in organization, innovation, participation, training and development and organizational communication etc.

The concept of Organisational Communication is an actual comprehensive one including the physical, psychological and social aspects. Good communication performs to have both positive and negative effects on the psychological and welfare of employees. The effective communication conveys mission and vision, rules and policies, information and responsibility to employees in the organisation. This reduces ambiguity and creates ownership feeling amongst employees. This motivates employees for staying in the organisation.

Higher education sector has implemented a number of practices such as health and safety measures, social activities, growth and development opportunities and various other facilities. In addition to retaining 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 be retained in the organization. Attrition in higher education sector has increased and retaining potential employees is a difficult task for employers in present competitive environment. Significant time, energy, and money is invested to train an employee for their development which converts them into a valuable commodity.

After reviewing the literature it has been found that organizational communication plays a critical role in various organizations. Therefore, the statement of the research problem emerges as "how organizational communication influences in retention of knowledge workers in the higher education sector", resulting in the title of the study

"ORGANISATIONAL COMMUNICATION: THE BEST WAY OF RETAINING KNOWLEDGE WORKERS IN HIGHER EDUCATION SECTOR."

Impact of communication on Employee Retention

1. The foremost purpose of present study is to classify the role of organizational communication in employee retention in higher education. Though the

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organisational communication forms physical and mental condition of employees and Participation in decision making can affect the confidence level or performance of employees. So, ultimately the organisational communication can influence the satisfaction level of employees or else these factors can consequence the performance of overall.

II. REVIEW OF LITERATURE

At present, India is striving to compete in a globalized economy in areas that require highly trained professionals, and thus the quality of higher education has become progressively more significant. An experience which the students will derive from higher education is, to a large extent, dependent on the performance of knowledge workers.¹

No wonder there are persistent efforts by organizations irrespective of their age, size, sector and type to attract the best talent available. Hence it can be said that talent has become the key differentiator for performance management and for leveraging competitive advantage especially in knowledge-based organizations.²

The three pillars of any higher education institution are: quality of faculty, infrastructure facilities and learning environment. With the increasing demand-supply gap, organizations are facing an immense war for talent. Like business and industry, education sector too is discovering the need for talent so as to meet the new quality standards demanded by the society and is also facing a leadership crisis.³

There is no gainsaying the fact that the knowledge worker is an asset to the organization in this age of the intellect. Furthermore his retention and continued enhancement of his inputs are a major concern for HRM.⁴ Gone are the days, when employees would stick to an employer for years for want of a better choice. Now, opportunities abound and it is a matter of fact that, retention of skilled employees is vital to the long-term health and success of any organization. Employee retention is important; it is futile to allow good talent to leave the organization because when they leave, they take with them intellectual property, relationship, investment (in both time & money) and the future of the organization.⁵

An article, "Seven Dimensions of Successful Reward Plans," explains that workers are willing to invest their intelligence, talent and creativity in support of the company strategy if they can expect a fair return.⁶ Further it has been said that ideal for improving retention and reducing attrition is the aligning of the goals of the individual to those of the employer.⁷

Consequently the answer to employee retention is simple, hire wisely, train well and, what is most important, value the employee and let them know it. The executive leadership can demonstrate the value of the employee to

the organization by setting high expectations, communicating constantly, empowering, investing in employees' financial security, giving recognition as often as possible, counselling people in their careers and educating them.⁸

After examining the various theories of motivation such as Hierarchy of Needs, Motivation-Hygiene Theory etc it was concluded that motivational theories could not adequately address the problem and one had to think outside the euphemistic box to arrive at a solution. The only way to retain the knowledge worker is three folds; create a value based corporate culture to foster innovation and creativity; create a sense of belongingness which will sensitize his ego and treat him as a human being which will not take away his self-respect.⁹

Various retention factors working towards the preservation of an organization's most valuable asset – employees, are identified as follows: Skill recognition, Learning & Working Climate, Job Flexibility, Cost Effectiveness, Training, Benefits, Career Development, Superior-Subordinate Relationship, Compensation, Organizational Commitment, Employee Motivation and Communication.

III. OBJECTIVES OF THE STUDY

1. To define organizations and organizational communication and retention.
2. To identify whether communication helps in retaining employees.
3. To assess various elements of communication and their effect on employee retention.

IV. HYPOTHESIS OF THE STUDY

H01: There is a no significant relationship between various elements of communication on employee retention.

V. METHODOLOGY

Area of study: The area of study is respondents from Jaipur City.

Research instrument: Structured questionnaire.

Sample size: 60 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.

Table 1: Demographic Profile of Respondents

Parameters	Category	Frequency	Percentage
Gender	Male	27	45.0
	Female	33	55.0
	Total	60	100.0
Age	20-30	33	55.0
	30-40	24	40.0
	40-50	03	5.0
	Total	60	100.0
Designation	Assistant Professor	55	91.0
	Associate professor	3	5.0
	Professor	2	3.3
	Total	60	100.0

Figure 1: Gender wise distribution of respondents

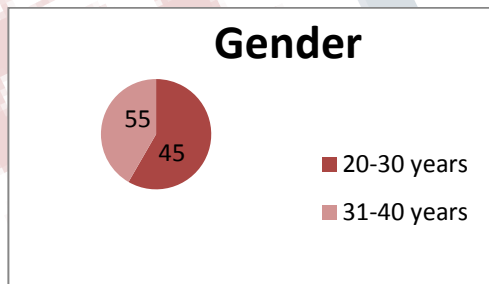


Figure 2: Age wise distribution of respondents

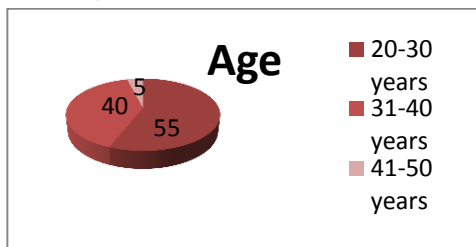
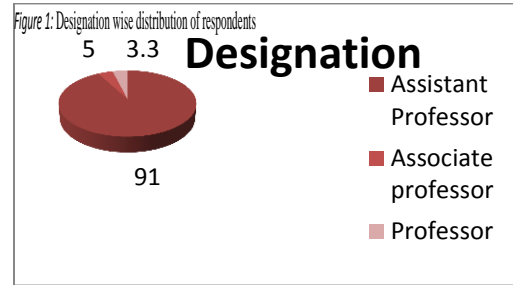


Figure 3: Designation wise distribution of respondents



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=60.

Correlation Analysis

H01: There is a no significant relationship between various elements of communication on employee retention.

Table 2: Descriptive Statistic

Descriptive Statistics			
	Mean	Std. Deviation	N
Interpersonal Relationship	3.8833	.42553	60
Participation in decision making	3.5619	.58570	60
Appraisal system	3.8633	.46211	60
Transparency	3.6433	.48165	60
Employee Retention	3.8727	.35772	60

Table3: Correlations

Correlations					
	Interpersonal Relationship	Participation in decision making	Appraisal system	Transparency	Employee Retention
Pearson Correlation	.727**	.555**	.671**	.559**	
Sig. (2-tailed)	.000	.000	.000	.000	
N	60	60	60	60	

****.** Correlation is significant at the 0.05 level (2-tailed).

Figure 4: Correlations

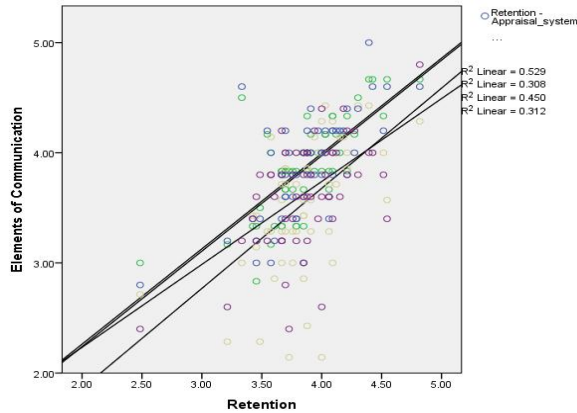


Table 4: Regression Analysis

Correlations					
	Interpersonal Relationship	Participation in decision making	Appraisal system	Transparency	
Retention	Pearson Correlation	.727**	.555**	.671**	.559**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	60	60	60	60
**. Correlation is significant at the 0.05 level (2-tailed).					

Correlation analysis shows that there is a degree of relationship between various elements of Communication and Employee Retention. The above table revealed that there is a significant relationship between **various elements of Communication and Employee Retention**. It has found that **Interpersonal Relationship** has highest **Pearson correlation value 0.727** and **p value (sig value) is .000** which indicates there is significant high degree positive correlation between **Interpersonal Relationship and Employee Retention**.

Then **Appraisal System** has **second highest Pearson correlation value 0.671** and **p value (sig value) is .000** which indicates there is significant moderate positive correlation between **Appraisal System and Employee Retention**.

Transparency has **Pearson correlation value 0.559** and **p value (sig value) is .000** which indicates there is significant moderate positive correlation between **Transparency and Employee Retention**.

Participation in Decision Making has **Pearson correlation value 0.555** and **p value (sig value) is .000** which indicates there is significant moderate positive correlation between **Participation in Decision Making and Employee Retention**.

Regression Analysis

The "R" column represents the value of R, the multiple correlation coefficients. R can be considered to be one measure of the quality of the prediction of the dependent variable. The "R Square" column represents the R2 value, which is the proportion of variance in the dependent variable that can be explained by the independent variables.

In the Model Summary in above table, **R Square is 0.792** which means that **communication explain 79.2%** of the variability with significant effect on **employee retention**.

For testing the statistical significance of each of the independent variables, *t*-value and corresponding *p*-value are located in the "**t Sig.**" column which indicates significant relationship existed between work environment and employee retention.

Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. From the above table it shows that the **Interpersonal Relationship** has a **sig. value is 0.020** which is less than 0.05 indicate that null hypothesis is rejected it means **there is a significant relationship between interpersonal relationship on employee retention**.

Participation in Decision Making has a **sig. value is 0.017** which is less than 0.05 indicate that null hypothesis is rejected it means **there is a significant relationship between participation in decision making on employee retention**.

Appraisal System has a **sig. value is 0.045** which is less than 0.05 indicate that null hypothesis is rejected it means **there is a significant relationship between appraisal system on employee retention**.

Transparency has a *sig. value is 0.011* which is less than 0.05 indicate that null hypothesis is rejected it means *there is a significant relationship between transparency on employee retention.*

VI. CONCLUSION

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

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