IMPACT OF REWARD AND RECOGNITION ON RETENTION OF ACADEMIC PROFESSIONALS IN DEEMED-TO
BE UNIVERSITIES OF BENGALURU

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ABSTRACT--Higher education institutions are on the verge of losing well qualified, experienced, dedicated and skilled academic professionals to well-paid offers from the competitors. The attraction and retention of skilled academic professionals has been one of the serious issues in human capital management. In the developing country like India where the number of higher education institution is increasing it is required to have a qualified and skilled academic staff to increase the number of enrollments but higher education institutions have to catch and withhold the qualified professionals. The competition to retain the staff is more in private and Deemed to be universities so the present study is an attempt to study the impact of rewards and recognition on retention of academic professionals. For the purpose of research, a survey with questionnaire was used to collect the responses and the hypothesis was analysed using ANOVA which concluded that there is significant impact of reward and recognition on retention of academic professionals.

Keywords-- Academic professionals, Higher education institutions, human capital management, rewards and recognition, retention.

I. INTRODUCTION

In the developing country like India where the number of higher education institution is increasing it is required to have a qualified and skilled academic staff to increase the number of enrollments but higher education institutions have to catch and withhold the qualified professionals. The competition to retain the staff is more in private and Deemed to be universities so the present study is an attempt to study the impact of rewards and recognition on retentions of academic professionals. The reward system refers to programmes and policies set up by the organization to reward for performance and motivate the employees. The system should be set up so as to increase productivity and identifying company or group goals to be reached.

II. STATEMENT OF PROBLEM

Higher education institutions are on the verge of losing well qualified, experienced, dedicated and skilled academic professionals to well paid offers from the competitors. The attraction and retention of skilled professionals has been one of the serious issues in human capital management in the prevailing competition for

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scarce skills, (Terera and Ngirande, 2014:481), this is also a challenge for higher education institutions as they lose their talented staff to those who offer better rewards and give recognition to their staff. The retention of the faculties is major issue of concern in the institute under investigation. High quality, skilled and talented academic staffs are the foundation of the success of educational institutions, as these are the highest source of knowledge (Khalid, Irshad, and Mahmood, 2012). This has created interest in the researcher to study current reward management system of the institutions under study. The research questions are:

- What is the reward management system followed by the institutions under study?
- Are the academic professionals satisfied with the current reward and recognition system?
- What is the relation between the reward management system and retention of staff?

This study will enable the management to consider the current reward management system and focus on the retention of the qualified and talented staff and improve the turnover rate of the academic professionals in the institutes under the study.

III.   OBJECTIVES OF THE STUDY

1. To study the reward management system followed by the institutes under study.
2. To determine the level of agreement with reward and recognition strategies.
3. To analyse the impact of rewards and recognitions on retention of academic professionals.
4. To suggest measures for retention of academic professionals

Scope Of Study

For the purpose of the research the academic professionals of deemed to be universities of have been selected. The universities have huge academic staff and have been selected because of convenience to the researcher.

Need of The Study

Retention of academic professionals is challenging for all the institutions. The organizations have to review their retention strategies in this competitive environment where job are available with higher rewards and recognition and provide environment for their career growth. Every organization needs to create an environment where employees are not only employed but have the sense of job security to meet the challenge of retention of employees. (Chaminde, 2007). The academic professionals are the human capital who with their knowledge, skills and expertise can create the talent pool for the economy and add value to the organization. Gentry et al., (2007) mentioned that there can be decline in the performance, productivity and morale due to the switching of the jobs by the talented employees so it is necessary to retain them.

IV.   REVIEW OF LITERATURE

Wilson (2003, p.128) in the book states that rewards are such systems, programmes and practices that affect the behavior of people and the object of reward system is to provide incentives for contributions to get the desired performance.

Weightman (2004, p. 174) contends that performance management is the procees to see the contribution of the employees for overall effectiveness of the organization and the organizational effectiveness be linked with organizational objectives.

Kamal &Hanif, 2009 states that pay is a major factor for job satisfaction, there are other determinants also like promotion, recognition, job involvement and commitment.

Ali & Ahmed, 2009 concluded in their study that type and nature of award has positive relation with job satisfaction and any changes in the award system brings about the change in the dedication and satisfaction of the employees.

Khan et al., 2011 in their study concluded that the young and less experienced employees are satisfied with their pay structure but the experienced employees are not satisfied with their pay which creates dissatisfaction and is not good for the organization.

Hafiza et al., 2011 in their study on relation between employee motivation and rewards observed that intrinsic and extrinsic rewards are correlated but if the pay structure is not good than there is no relation between appreciation of workers and their desire to work which means that intrinsic rewards have no significant impact on motivation of employeesin the absence of extrinsic rewards.

Armstrong and Taylor (2014, p. 331) in the book asserted that performance management helps the people to know how performance affects results and it is through the reward management that good performance is recognised and rewarded by providing incentives to improve it.

SR Terera - 2014 studied the impact of rewards on job satisfaction and employee retention and the study revealed that rewards lead to employee retention but it does not results in job satisfaction.

The present study is undertaken to study the impact of rewards and recognition on the retention of the academic professionals in the higher education institutions of deemed to be universities of Banagalore.

REWARD MANAGEMENT SYSTEM

The returns and benefits for achievements and performance of job in an organization is known as rewards. The rewards have a cost attached to them so they should be so designed that performance should improve considerably before rewarding them. The management should frame the reward system considering performance, qualification , experience and attitude of the employees. The reward management system should be fair, equitable and consistent. It motivates the employees to attain the strategic goals of the organization. The objectives of the reward system are:

- To attain the strategic goals of the organization
- To ensure that organization is able to recruit the employees with right talent
- To motivate the academic professionals
- To reinforce the psychological contract
- To retain the academic professionals
- To induce positive organizational culture
- To improve skills and knowledge of employees

The different forms of reward given to academic professionals include

- Annual increment based on performance

- Extra leave/off

- Reward for academic excellence

- Reward for research

- Impressive titles

- Opportunities to attend FDP,conference and workshop

- Job Rotation and New Assignments

RECOGNITION

Recognition is an intangible return for employee's effort and dedication at work, as well as his or her performance which can be related to academics or research. There are persons who need tangible returns in the form of rewards whereas there are others who merely seek recognition for their hard work. As Patricia Odell reported, writing for *Promo*, "Cash is no longer the ultimate motivator." The study on People Performance Management has also proved that non-cash awards programs might work better than cash in cases as reinforcing organizational values and cultures, improving teamwork, increasing customer satisfaction and motivating specific behaviors. Recognition has a timing element it must happen with the performance and it should be flexible too because different employees are motivated by different forms of recognition. Recognition is given in top down system where employee's HOD, Principal and colleagues witnesses and appreciates their contribution.

Recognition can be of different forms like

Peer recognition: In it colleagues are empowered to recognize and reward the contributions of each other on their specific contributions.

Written Praise: A thank you note shows appreciation for employee's contribution and is flexible methods of appreciation whether written or sent as mail.

Verbal Praise: In formal recognition programs verbal praise by peers or by Principal for valuable contribution is the longest standing form of appreciation.

Opportunity for promotion: Every organization has a job hierarchy according to which employee advances in the organization and gets promoted. Having opportunity of promotion in the organization based on performance indicates that employer thinks of adding more responsibilities to an existing set of responsibilities which again is an intangible return for employee's contribution.

Publicity for award winners: Employees feel to be a part of organization when their efforts, contributions are awarded and it adds more value when they receive award from other organizations for their academic or research excellence and the award winners get publicity for the same.

Personal autonomy: For many employees it is not the money that gives contentment and happiness but it is the personal autonomy i.e. the independence and freedom to influence the work content and implementing their ideas that give them recognition at the workplace.

Rewards and Recognitions' Impact on Employee Retention

A well designed reward management system seeks to attract the talent in the organization and is an important tool to retain the qualified talent in the organization. Recognition makes employee feel appreciated and valued in the organization. The research has proven that employees who are recognized in the organization by management

and peers have high self esteem and confidence and are ready to accept and accomplish the challenging tasks conferred on them. The rewards

and recognition boosts the morale of the employees, they feel themselves to be a part of the organization and it helps to retain the right talent in the organization.

V. METHODOLOGY

The researcher has used cross sectional survey design to study the impact of rewards and recognition on employee retention.

Sampling technique

The technique used was convenience sampling because the respondents were selected on the basis of availability and their willingness to participate in the survey.

Sample size

The study was conducted at Deemed to be universities of Bangalore and the subject of the study was academic professionals in these universities. For the study top ten deemed universities of Bangalore were selected namely M . S. Ramaiah University , Reva University, Presidency University, Christ University, CMR University, GITAM University, Amrita University, Dayananda Sagar University, Jain University and Alliance University. There are more than 1500 qualified staff working in these institutes. The researcher has selected sample of 300 staff as per convenience.

VI. DATA COLLECTION

The primary data was collected through the structured questionnaire. The structure of the questionnaire was Part A was related to general information of the respondents like gender, age, experience and tenure in the organization. Part B was related to organization's rewards and recognition systems and Part C was related to employee retention. The secondary data was collected from the books, journals and the websites.

VII. TOOLS OF ANALYSIS

The tools of analysis used were Descriptive statistics, ANNOVA to test the hypothesis and for studying the preference for different factors influencing employee retention respondents were asked to rank orders of one to ten rank one is for the most preferred reason for retention in the organization and rank ten for the least preferred factor for retention. Accordingly, respondents were asked to rank the factors.

Hypothesis

H0: Rewards and recognition have no significant relationship with employee retention

H1: Rewards and recognition have significant relationship with employee retention

VIII.   DISCUSSIONS AND RESULTS

The questionnaire was distributed to 425 academic professionals of top ten deemed universities of Bangalore and 300 responses were collected representing 70% of response rate. The questionnaire comprises of demographic information needed to assess gender, age, tenure in the existing organization and work experience of respondents. Table 1 shows the following results:

Table1: Demographic characteristics of respondents

Items		Respondents	
		Number	**Percentage(%)**
Gender	Male	195	65
	Female	105	35
	Total	**300**	**100**
	Below 25 years	80	26.67
	25-35	170	56.67
	36-45	36	12.0
Age	**46 and above**	14	4.67
	Total	**300**	**100**
Tenure in the existing organization	**0 to 2 years**	120	40
	2 to 4 years	75	25
	4 to 6 years	80	26.67
	Above 6 years	25	8.33
	Total	**300**	**100**
Total experience	**0 to 2 years**	95	31.67
	2 to 4 years	100	33.33
	4 to 6 years	65	21.67
	Above 6 years	40	13.33
	Total	**300**	**100**

Source: Field survey

The above table reveals that tenure of the academic professionals in the existing organization for 0 to 2 years is around 40% and 2 to 4 years is 25% that indicates that people turnover where they get better opportunities or are not satisfied with the existing organization. When the experience of the professionals is concerned the people above 6 years of experience are 13% whereas less than 2 years are 32% and 2 to 4 years are 33% indicating that experienced also do not stay longer they may turn out in expectation of better rewards and recognition elsewhere.

The part B of the questionnaire covered questions on organizations reward and recognition systems which comprised of fourteen items related to rewards and recognition and the respondents were asked to indicate the

extent to which different elements are important to them which could help them to retain in the organization. The table below shows the percentage and the weighted average of the responses.

Table 2 : Analysis of Reward and recognition preferences

S.N.	Rewards/recognition	V.I. (5)	I. (4)	C.S. (3)	U. (2)	N.A.A.I. (1)	WA
1.	Annual increment based on performance	105 (35%)	145 (48%)	50 (17%)	-	-	4.18
2.	Extra leave/off	80 (27%)	165 (55%)	40 (13%)	10 (3%)	5 (2%)	4.01
3.	Reward for academic excellence	120 (40%)	104 (35%)	60 (20%)	12 (4%)	4 (1%)	4.08
4.	Reward for research	80 (27%)	95 (32%)	55 (18%)	50 (17%)	20 (7%)	3.55
5.	Impressive titles	75 (25%)	90 (30%)	70 (23%)	30 (10%)	35 (12%)	3.47
6.	Opportunities to attend FDP, conference and workshop	95 (32%)	80 (27%)	65 (22%)	20 (7%)	20 (7%)	3.5
7.	Job Rotation and New Assignments	115 (38%)	85 (28%)	80 (27%)	15 (5%)	05 (2%)	3.96
8.	Thank you note of appreciation from HOD	100 (33%)	105 (35%)	60 (20%)	20 (7%)	15 (5%)	3.85
9.	Verbal Praise from Principal in staff meeting	110 (37%)	90 (30%)	55 (18%)	25 (8%)	20 (7%)	3.82
10.	Recognition by management	105 (35%)	95 (32%)	70 (23%)	20 (7%)	10 (3%)	3.88
11.	Recognition by peers	75 (25%)	95 (32%)	80 (27%)	40 (13%)	10 (3%)	3.62
12.	Opportunities for career growth & other professional developments	90 (30%)	100 (33%)	60 (20%)	35 (12%)	15 (5%)	3.72
13.	Publicity for award winners	80 (27%)	100 (33%)	75 (25%)	30 (10%)	15 (5%)	3.67
14.	Independence and freedom to influence work content and methods	95 (32%)	80 (27%)	85 (28%)	20 (7%)	20 (7%)	3.7

Source: Field survey

The above table for responses to relative importance to different reward and recognition systems shows that respondents give more importance to Annual increment based on performance, Extra leave/off, Reward for academic excellence, Job Rotation and New Assignments, Recognition by management and Thank you note of appreciation from HOD.

Part C of the questionnaire had ten statements to assess the retention level of the respondents. They were asked to indicate their level of agreement on five-point scale of strongly agree to strongly disagree. The highest frequency in each statement is marked bold.

Table 3: Analysis of employee retention level in the organization

S.N.	Statements	SA	A	N	D	SD
1.	Planning to shift to other organisation within one year	24 (8%)	160 **(53%)**	70 (23%)	26 (9%)	20 (7%)
2.	Satisfied with the current job	10 (3%)	66 (22%)	90 (30%)	102 **(34%)**	32 (11%)
3.	Before shifting will search for possiblities within the organisation	20 (7%)	80 (27%)	60 (20%)	114 **(38%)**	26 (9%)
4.	There is bright future in this organisation	16 (5%)	68 (23%)	86 (29%)	104 **(35%)**	26 (9%)
5.	Not concerned with organisation unless there is a work	60 (20%)	144 **(48%)**	64 (21%)	20 (7%)	12 (4%)
6.	Interested to work in this organisation for next five years	6 (2%)	64 (21%)	82 (27%)	120 **(40%)**	28 (9%)
7.	Will shift to another organisation if there is any lucrative offer from other organisation	54 (18%)	136 **(45%)**	104 (35%)	04 (1%)	02 (0.6%)
8.	Feel to be a part of the organisation	54 (18%)	56 (19%)	92 **(31%)**	62 (21%)	36 (12%)
9.	Proud to tell people about the current organisation	32 (11%)	90 (30%)	152 **(51%)**	22 (7%)	04 (1%)
10.	The offer of any increase in pay from other organisation doesn't affect working in the current job	20 (7%)	72 (24%)	74 (25%)	108 **(36%)**	26 (9%)

Source: Field survey

Part C of the questionnaire had some factors that influences on to retain in the organization and the respondents were asked to rank them. Rank orders 1 to 9 were assigned to them out of which 1 shows the most influencing factor and 9 the least influencing factor. Based on it the mean scores and rank orders were as follows:

Table 4: Mean rates and rank orders for factors influencing to retain in the organization

Factors	Mean scores	Rank
Extra leave off	5.5	IV
Career Development	6.0	II

Working condition	5.6	III
Reward for achieving academic excellence	4.8	VII
Recognition by management	5.2	V
Reward for research	3.2	VIII
Increments based on performance	6.2	I
Image of organisation in the society	3.1	IX
Verbal praise in the staff meeting	4.9	VI

Source: Field survey

The above table shows that increment based on performance ranks highest among all other factors followed by career development, working condition, extra leave off, recognition by management, verbal praise in the staff meeting, reward for academic excellence, reward for research and image of the organization in the society.

Part B of questionnaire had some statements to find the level of agreement of respondents with factors which influence retention of academic professionals in the organization.

Table 5: Reward and recognition strategies

S.No.	Statement	SA	A	N	D	SD
1.	Reward for academic excellence	100	90	55	30	25
2.	Being recognised by management for your efforts	95	110	55	25	15
3.	Being recognised by your peers for your efforts	110	85	70	25	10
4.	Reward for research	80	110	60	35	15
5.	Verbal praise in staff meeting	95	85	70	30	20
6.	Increments and other financial incentives	105	115	60	10	10
7.	Independence and freedom to influence work content and methods	112	98	55	20	15
8.	Possibilities' of being promoted	90	120	60	25	05
9.	Opportunities for career growth & other professional developments	105	95	70	15	15
10.	Leave facilities offered by the institution	95	110	60	25	10

Source: Field survey

The table above shows the level of agreement towards reward and retention strategies which have an impact on retention of academic professionals in the organization and it shows that respondents agree on different reward and retention strategies. The data so collected was analyzed using ANOVA.

IX. HYPOTHESIS TESTING

To test the null hypothesis which states that "Rewards and recognition have no significant relationship with employee retention" ANOVA was used as a tool.

Table 6: ANOVA Summary

Source	DF	SS	MS	F-Stat	P-Value	F-critical
Between Groups	4	66591.8	16647.95	216.7581	< .00001	2.58
Within Groups	45	3456.1924	76.8043			
Total:	49	70047.9924				

The above table based on the level of agreement of the respondents with rewards and recognition strategies shows that F calculated value is more than F - critical value and the result is significant at p < .05 indicating that the null hypothesis is rejected and the alternate hypothesis is accepted i.e. the rewards and recognition strategies have significant impact on retention of academic professionals in the organizations.

X. RECOMMENDATIONS

Based on the above results following recommendations can be made

- The deemed universities of Bangalore should reward the professionals with timely increments based on their performance to retain the qualified and experienced staff in the organizations.

- There should be opportunities for career development and the working conditions should be such that all are treated fairly and their efforts are recognized by the management, HOD and Principal and timely verbal praise in the staff meeting and Thank you letters are given to them.

- It is recommended that academic professionals should be rewarded for their academic excellence and for research contributions.

- The survey responses show that academic professionals need independence and freedom to work and also opportunities to attend workshops, seminars, conferences and FDP'S to enhance their skills and potentialities.

- The study recommends that reward and recognition strategies should be properly formulated and communicated to avoid any favoritism.

XI. CONCLUSION

The purpose of the research was to investigate the impact of reward and recognitions on the retention of academic professionals in deemed universities of Bangalore and it was found that there is significant impact of reward and recognition on the retention. The universities should design system to reward the qualified professionals based on their academic performance, excellence and research contributions. The qualified and

experienced academic professionals are the most valued assets for the organizations so they retained to maintain the quality and be competitive in the global education erena.

XII. SCOPE FOR FURTHER RESEARCH

The study suggests a comparative research on reward and recognition strategies of public and private institutions and a study on impact financial and non-financial rewards on retention of academic professional in higher education institutions.

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