The Impact of Faculty Appreciation and Recognition on Employee Retention

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ABSTRACT

Purpose: The paper assesses the differentiations in the satisfaction of the faculty with respect to appreciation and satisfaction. The argument is built in the perspective that both of the above mentioned hold importance to overall job retention; these include faculty appreciation and faculty satisfaction.

Design/Methodology: A self-administered questionnaire was projected to a sample of 250 respondents in the region of Rawalpindi, Islamabad and Wah Cantt. Famous universities were selected for the study. Simple random sampling technique was applied in order to scrutinize the respondents. Statistical Package of Social Sciences (SPSS) was used to analyze the data set.

Findings: The results indicate that the satisfaction level of the faculty acts major impact on the job retention of the university faculty. The appreciation policies and packages also showed a positively significant relationship with job retention.

Implications: This paper posits an implication for the executives of the university to make attractive faculty appreciation packages and policies in order to retain their good staff. Additionally, they need to give keen attention towards elevating the satisfaction level of their academic staff as the highly satisfied faculty member would possibly retain its current position.

Keywords: Faculty appreciation, Job retention, Job satisfaction

1. Introduction

Retention of employees in an organization is one the biggest challenges for the organization (Aguenza & Som, 2018). The retention of diversified faculty is important for the students who belong to minorities as among many benefits one is that the faculty acts as role model for the students and provides mentorship (Turner & Myers, 2000). The satisfaction of employees plays most important role in the retention of labor force. Faculty diversity is now among major goals for the institutions as student bodies become diverse Turner et al. (2008) therefore, comprehending the relation of higher education and faculty satisfaction is imperative to the success of an organization. . The National Center for Education Statistics (NCES 2013) tell us

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that the instructional faculty working full-time in postsecondary institutions are mostly white, the ratio is seventy-nine percent, while Asians were 10%. The ratio of black people were 6% and 5% of them were Hispanic. The faculty retention is often dependent on the satisfaction level of the employees which can further be evaluated on several bases. The area of faculty satisfaction evaluation that is quite underrepresented is in appreciation and recognition (Fletcher et al., 2018). The main objective behind this study is to expand the literature regarding job retention by investigating the impact of faculty appreciation as well as level of satisfaction of the faculty members.

This paper explores that how faculty appreciation and satisfaction does impacts the retention of the employees on current job. The relationship between these acknowledgments and the faculty member's overall satisfaction with the institution, which may, in turn, influence retention, is also examined. The particular study takes into account big universities in Rawalpindi and Islamabad (Pakistan). Since Islamabad is the capital of Pakistan and Rawalpindi is its twin city they have large number of universities and educational institutes located in them. People from all around the country with variety of cultural backgrounds are residing here. Because of the fact that numerous amenities and facilities exists in these two cities, Rawalpindi and Islamabad was selected for data collection. A faculty satisfaction survey was used for the purpose of data collection. Various universities in this region were selected in order to gather a diversified portfolio of respondents.

1.1 Problem Statement

The management of human resource is one of the most highlighted issues for the companies. The retention of the good workforce is which has a commitment and an experience is vital for the performance of an organization. The process of appreciation of employees as well as the satisfaction level casts a direct impact on retention of the employees on job. Furthermore, the fact cannot be denied that appreciation of employees in the form of rewards and recognition has a direct impact on the intention of the employees to stay on the current job. The appreciation system of the organization for the employees has a direct impact on the satisfaction level which further helps the employees to retain on current position. Since the retention of employees on job is the major issue faced by all the organizations hence it is deemed necessary to study this current challenge.

2. Literature Review

2.1 Employee Satisfaction

Ponjuan et al. (2011) investigated the views of tenured faculty members with along with the senior faculty members within 80 developed universities. The article explored that level of

dissatisfaction of Asian and Black members was more dissatisfied in comparison to the other faculty members. Similarly, the individuals who had just started their academic career were more satisfied and willing to retain their current positions in the institutes. The discoveries bolster the need to encourage ole clarity, self-efficacy, and social acceptance of faculty (Sahl, 2017). Majorly, the labor force of the organizations have a tendency to encounter academic arena in most unusual manner Turner and Myers (2000). Low level of satisfaction has been reported among white faculty members of the universities (Bender & Heywood, 2006). The factors inspecting the satisfaction of workforce have been explored as the burden of work on a particular employee, tasks and duties. Hence it can be hypothesized that:

H$_1$: Employee satisfaction has a positively significant impact on job retention.

2.2 Employee Appreciation

Another aspect that has been investigated on limited basis is the appreciation for the employees of the employing organization. This is an imperative segment of staff fulfillment since acknowledgment from associates, specifically, has been found to anticipate work fulfillment (Hesli & Lee, 2013). According to the results of the study conducted in Carnegie research institutions by Bozeman and Gaughan (2011) analyzed individual, work, and institutional determinants of staff work fulfillment. Their outcomes propose colleague impression of employees and their work were vital indicators of occupation fulfillment. Moreover, being identified for research the level of satisfaction and appreciation policies of the organization specifically important for the job retention of employees. Furthermore, particularly tried by Bozeman and Gaughan (2011), it might be inferred by the outcomes that social acknowledgment was vital for employees because of the relationship amongst recognition and job satisfaction.

Different examinations strengthened the outcome that acknowledgment is an applicable determinant in personnel fulfillment, inspiration, and maintenance. Acknowledgment is emphatically connected with work fulfillment and builds inspiration, which could prompt the advancement and residency of personnel (Honan et al., 2013). Absence of acknowledgment, then again, has been appeared to expand employee turnover (Daufin, 2001). The second hypothesis can be stated as:

H$_2$: Employee appreciation has a positively significant impact on job retention.

2.3 Job Retention

There are various past researches which have presented variety of findings with job retention. According to the findings of Curry et al. (1986) a strong connection between the job satisfaction level and job retention of the employees. On other hand findings by Feinstein et al. (2006) found that job satisfaction is a powerful indicator for job retention of the employees. Moving on further Freund (2005) also indicated that job satisfaction directly impacts the retention

level of employees. The major tool used by the organizations for retaining their talented employees. The appreciation to the employees can be given intrinsically (non-monetary) or extrinsically (monetary). The appreciation impacts the employees in a long lasting manner. According to the findings of Walsh and Taylor (2007) the appreciation system of the organizations can directly impact on job retention as well as the motivation level of the employees.
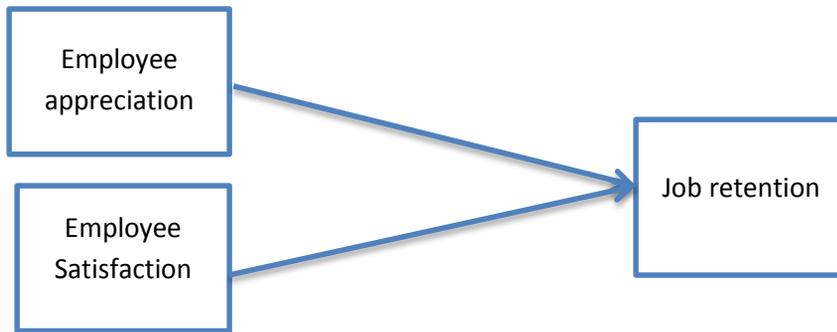

Figure 1: Theoretical Framework

2.4 Theoretical Framework and Hypothesis Development:

The environment of an organization with respect to its appreciation and satisfaction policies is an important challenge. Previous studies have shown that there exists a strong connection within the faculty job retention and organizational socialization theory Tierney (1997) which is proven as a way to get an idea regarding the satisfaction level of the employees and appreciation policies. Utilization of organizational socialization theory to the faculty of the institutes takes into consideration the collective basis of the culture. It has further been endorsed by Tierney (1997) that socialization within the organization consists of the faculty learning environment and culture via rewards and appreciations.

From the very first day when the employees enter into an organization to the time they exit, they are encountered with various experiences. The individuals devote themselves to various types of memberships and references groups. The individuals as a part of organization lead their lives in relationships and under the shadow of rewards and punishments. The process of organizational socialization involves transmitting of information and organizational values which ultimately makes organizational culture. The culture of an organization contains variety of rules and a special organizational ideology. The ideology helps to edit the experience of the members with the organization every single day. The employees would ultimately have the shared experience and shared standards. Since this study focuses on the job retention and its contribution factors in organizations hence the social organizational theory is deemed as relevant.

Refreshed by Bauer et al. (2007), three components of organizational socialization theory are role clarity, self-efficacy as well as social acceptance. However, comprehension of the undertakings needed to secure the confidence can be termed as self-efficacy of the person. Women and racial minority staff, specifically, are affected as they are probably going to get less approval from their companions (August & Waltman, 2004; Bonner et al., 2004). The component of social acceptance entails to the sentiments of acknowledgement and preference among the social circle. It is further explained by profitability, work fulfillment, sense of duty regarding the work environment, and maintenance (Bauer et al., 2007). Women and staff of color, specifically, have been found to battle with social acknowledgment in their academic working environment (Aguirre Jr, 2000; August & Waltman, 2004; Wargo-Sugleris et al., 2018).

3. Research Methodology

3.1. Research Design

The present investigation looks at the fact that how the employee retention is being impacted by faculty appreciation and satisfaction level of employees. A self -administered questionnaire was floated among the faculties of renowned universities in Rawalpindi, Islamabad and Wah Cantt. A sample of 250 faculty members participated in the survey. Employee retention has been selected as an outcome variable whereas the job satisfaction and job performance have been taken as independent variables in the study. The determinants of recognition of faculty are applicable to the organizational socialization theory via self-efficacy and acceptability in the society.

These measures of appreciation and acknowledgment propose faculty members pick up confidence by getting approval (self-efficacy) and feeling acknowledged by others (social acknowledgment). The methods of faculty gratitude and acknowledgement can be further differentiated in two distinct collections. The declaration of workers and their assertion from other colleagues as compared to their future endeavors, academic success and administration commitments. The categorization of the phenomenon carries out after the desired factor of education, research and administration. The level of satisfaction of the faculty members can be measured through appreciation as well as acknowledgment from other executives and its colleagues. For each variable, the responses are recorded on a scale of 1 to 5, where 1 is Very Dissatisfied and 5 is Very Satisfied.

3.2 Unit of Analysis

As the problem statement is focused on exploring the factors which impact the retention of job in Pakistani universities. The faculty members in Pakistani universities are considered as the unit of analysis for the study (Khan et al., 2014). The response from each of the individual is

considered as separate data source in the study. The unit of analysis in Pakistani context has been taken by following the study of (Nasir & Mahmood, 2018).

4. Analysis and Discussion

4.1. Statistical Package of Social Sciences

SPSS is famous software used for the data analysis which is used by various researchers in social sciences and business research. Many marketing related organizations use this software for analysing the market data and predict the recent market trends. There are various statistical methods which can be applied using Statistical Package of Social Sciences. These methods include descriptive statistics (frequencies, cross tabulation), bivariate analysis (ANOVA, correlation and other non-parametric tests), regression, factorial analysis and cluster analysis.

4.2. Population and Sample of Study

The sample is selected on the basis of their characteristics and properties so that the results could be generalized over the whole population (Uma & Roger, 2003). While conducting the investigations, it is practically impossible to collect data from large population, hence the sample is chosen (Ibrahim et al., 2018). A sample of 150 respondents was taken to collect the data.

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	150	60.0	60.0	60.0
Valid	2	100	40.0	40.0	100.0
	Total	250	100.0	100.0	

Table 1 shows the gender distribution of the respondents who have participated in the research comprised of 60% of males and 40% females. Furthermore, table 2 shows the age group of the respondents. 8.8% of the respondents fall into the age group of 20-25 years. Whereas, 41.2% of them belonged to the age tier of 26-30 years. The highest number of respondents belonged to the age group of 31-35 years. Only 3.6% fell into the category of 36 years and above. Since most of the staff in the universities is young so less number of respondents belonged to 36 years and above age category.

Table 2: Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	22	8.8	8.8	8.8
	2	103	41.2	41.2	50.0
Valid	3	116	46.4	46.4	96.4
	4	9	3.6	3.6	100.0
	Total	250	100.0	100.0	

As concerned to academic qualification of the respondents, table 3 shows that 41.2 % of the respondents were bachelors and 46.4% were masters. 3.6% of the candidates held an academic qualification of doctorate.

Table 3: Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	22	8.8	8.8	8.8
	2	103	41.2	41.2	50.0
Valid	3	116	46.4	46.4	96.4
	4	9	3.6	3.6	100.0
	Total	250	100.0	100.0	

The above tables give a brief description regarding the characteristics of the sample being used in the study. Overall the sample consisted of educated and young respondents. Majority of them were males however quite a fair number of respondents were females also.

4.3. Model Fit

The model summary presents the forte if the model under study is fit for further analysis. In this case the dependent variable is the job retention upon which the impact of two independent variable namely faculty appreciation. The value of R shows the coefficient of multiple correlations. This value is linear correlation which is in between the observed and   predicted values of the model. The higher values indicate a strong relationship. The values of R and R square for this study are in acceptable range for this study.

Table 4: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error	R^2 Change	F Change	df1	df2	Sig. F Change	F
1	.307[a]	.094	.087	.682	.094	12.849	2	247	.000	
a. Predictors: (Constant), ID, NV										

Regression has been applied on this model to test the hypotheses. The results exhibit that faculty appreciation and level of satisfaction shows a positively significant relationship with job retention of the employees. Level of satisfaction shows a strong positive and significant relationship with job retention. The significance value is 0.000. Whereas, on the other hand the variable of faculty appreciation shows relatively weak impact on job retention. The value for this relationship is 0.031.

Table 5: Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.418	.508		2.792	.006
1	FA	.208	.096	.135	2.172	.031
	LS	.420	.104	.249	4.023	.000
a. Dependent Variable: JR						

The outcomes of the study show that faculties of the universities will be inclined to retain their current job if they get a fair appreciation for achievements and duties. Also if the level of satisfaction is higher among the faculty members then more potential towards the retention of job exists.

4.4. Research Limitations and Implications

Every study consists of certain limitations. These outcomes have been derived from the universities of Islamabad, Rawalpindi and Wah Cantt only. Despite the fact that speculation is constrained, this examination contributes a more profound comprehension of an underrepresented zone of faculty satisfaction. Second, this study is comprised of full-time tenured, tenure-track, and non-tenure-track academic faculty only. This prohibits different sort's personnel and staff and the satisfaction they may have with recognition and acknowledgment. Third, the factors in this examination depend on self-reported survey responses on perceived appreciation and recognition. Since these are observations, the real measure of recognition and acknowledgment might be under-spoken to. Given these restrictions, the discoveries still propose one part of faculty fulfilment depends on the recognition and acknowledgment an employee sees and from whom these affirmations are made. These measures of fulfilment additionally affect regardless of whether staff are happy with their establishment as a work environment, which eventually impacts profitability and maintenance.

5.   Conclusion

Keeping in mind the end goal to keep up an assorted workforce, recognition and acknowledgment ought to be recognized as a feasible measure of their fulfilment. Colleges and organizations ought to possess formal as well as casual policies for recognizing the accomplishments of the workforce and the affirmations should originate from the supervisors and colleagues. Comprehending the importance of recognition and acknowledgment and tending to these necessities are critical factors in the difficulties of differentiating this college and different foundations.

5.1 Future Recommendations

The future researchers can add more variables to the theoretical framework under study to get deeper insights. The addition of variables as moderators or mediators to the model could further yield interesting insights from the model. The research could be carried out in manner that gender comparison between male and female employees and their retention could be studied. Similar research steps could be undertaken in other countries and contexts to generalize the results in a broader manner. Furthermore, sample size could be increased in order to get deeper and wider view of the phenomenon.

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