

THE IMPACT OF EMPLOYEE WELL-BEING ON RETENTION: A STUDY ON HIGHER EDUCATION INSTITUTES OF BHOPAL

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ABSTRACT

An organization that values employee wellbeing will not only engage talent but will also support loyalty, productivity, and long-term success. In today's organizations, employee well-being has emerged as a predominant factor in ascertaining job satisfaction and employee retention. Organisations that have employee well-being as a top priority often motivate employees to deliver well, reducing attrition and strengthening retention. A healthy and active workforce enhances efficiency and secures long-term commitment to the company. Higher Educational institutions consist of universities, colleges, and research centers where teaching staff, administrators, and support staff strive to achieve success in academics. Higher Educational Institutes are the prime institutions that are shaping society, providing top class education, researching, and creating skilled professionals for the future. Unlike corporate organizations, Higher Educational Institutes focus on rational growth and student success, but employees often face challenges such as heavy workloads, research deadlines, and limited career growth. Prioritizing employee well-being through supportive strategies can enhance job satisfaction and retention, leading to a more encouraged workforce and long-term institutional achievements. To gather data for this study, a Google Form was distributed to employees of Higher Educational Institutes in Bhopal, and their responses were collected. The data gathered will help in understanding the well-being policies, workplace culture, and employee satisfaction levels at these institutes, this research aims to analyze whether a strong focus on employee well-being leads to higher retention rates.

Keywords: Employee Well-Being, Employee retention, Higher Education Institutes, Bhopal.

INTRODUCTION

Employee well-being is now an important factor of job satisfaction, and retention across different sectors, including higher education institutions. The well-being of employees in this field directly influences their performance, commitment, and learning culture. Due to the demanding nature of academic work, including administrative work, teaching, and research activities, employee well-being is a necessity for the success of the institution. These institutions rely on very talented professionals, such as teachers, administrative staff, and support staff. When employees' well-being is very well maintained, they are more occupied, prompt, and committed to their workplace environment. When well-being is not taken care of, stress, burnout, and discontentment can lead to high turnover rates, impacting the stability and success of the institute itself. Retaining skilled employees is a major task for the institutes of higher education, more so in highly competitive environments such as the Educational environment. Institutional support, career development opportunities, work-life balance, and job satisfaction are major predictors of whether the employee wants to stay with the organization or leave it. This is what the link between employee well-being and retention helps achieve in building human resource management plans. The purpose of this Higher educational institutes is to be a source of wisdom that are dependent on the very knowledgeable experts, teaching staff, administration staff, and support staff. If employees have a good deal of well-being, they become more engaged, motivated, and committed to their institution. However, when well-being is not taken care of, issues such as stress, burnout, and dissatisfaction can lead to a larger rate of people leaving, affecting institutional stability and student outcomes.

The main objective of this research is to investigate the effect of employee well-being on employee retention in higher educational institutions in Bhopal. Specifically, the study aims to:

- Assess the level of employee well-being in selected institutes.
- Identify key well-being factors that influence retention.
- Provide recommendations to improve employee retention strategies.

LITERATURE REVIEW

Drawing on several different theoretical frameworks, the literature makes a case that employee well-being is not only important for job satisfaction, but acts as a necessary factor influencing organizational commitment and retention levels. The review provides a summary of key

findings from diverse study works that describe these dynamics within the higher education sector. Ghani et al. (2022), explored the topic of retaining employees, stating that employee satisfaction is the solution to reducing turnover. The authors identified four crucial factors influencing retention: Positive work environment, Career Growth Opportunities, Impactful Communication, Strong recruitment practices. The study suggests businesses to apply comprehensive policies and improving recruitment practices to confirm long-term workforce stability in the hospitality sector. Jaganjac et al. (2020), The study stated that more impact than monetary rewards is shown by non-monetary incentives, such as recognition and worklife balance, on improving job satisfaction and reducing turnover. Authors researched whether work stress and job satisfaction affect employee retention, especially in higher education. The findings emphasize the value of motivation and employee well-being for a sustainable workforce. The study signifies that vague job appraisals and work stress lead to the loss of employees. It suggests that organizational support must be provided toward building a conducive workplace.

Al-Suraihi et al. (2021), Identified, job dissatisfaction, work stress, lack of growth opportunities, poor leadership, and external factors like family pressures as the key causes for turnover. The study highlights that turnover negatively affects productivity, profitability, and talent retention. To counter this, the study suggests implementing competitive salaries, career development programs, effective leadership, and a positive work environment to enhance employee satisfaction and reduce turnover.

Biason (2020), "It was shown that satisfied workers will be less likely to quit their jobs; turnover costs were thus reduced and growth in an organization increased". This study is very strong between the job satisfaction of employees and its retention. According to this research, the work satisfaction doesn't depend upon money but rather it depends upon quality leadership, challenging work and also career opportunity for development. Organizations need to care about their employee's wellness and motivation as this is very critical to attract talents in today's competitive market of jobs.

Murtiningsih (2020), examined what effect job HR practices have on satisfaction and employee retention. Organizational culture does not play any major role in retention or job satisfaction. The results highlighted that fair remuneration and training programs have a positive effect on job satisfaction and contribute to retention indirectly. In its focus, it highlights the relevance of job satisfaction in maintaining employees within the organisation. Further

recommendations include organisations emphasizing career growth prospects, sufficient wage, and supporting work environment so that the employees' retention may be increased.

Ashraf & Siddiqui (2020) This study shows that employee engagement plays a crucial role in retention. The mediators of this are PsyCap, CAW, and JS. General wellbeing does not have a direct impact on retention, but these factors enhance higher engagement and retention. The study urges firms to pay more importance to employee engagement to reduce turnover.

Ushakov and Shatila, 2021 in, discusses the role of workplace culture on employee retention in Lebanon. In this study, it is further highlighted that for improving employee satisfaction and retention, a supportive and fun workplace culture, intrinsic motivation (recognition, challenges), and extrinsic motivation (pay, bonuses) are necessary factors. Employees will stay longer in the organization who feel supported by their organization, POS. Companies can reduce the rate of turnover and enhance performance if they promote a work environment that is conducive to good times at work, as well as financial and non-financial motivators.

Raj (2023) discusses how workplace happiness affects the retention of employees. According to the findings, the employees who enjoy positive interaction from managers and coworkers, healthy work-life balance, and appreciation are likely to stay in the organization. Besides these factors, mindfulness along with a positive work atmosphere enhances happiness and provides a high level of employee job satisfaction and loyalty. Hence, the paper points out that organizations must create a supportive environment and enjoyable work culture to lower the turnover rate, employee well-being, and productivity for long-term success.

Employee engagement and retention is a promising field of management and psychology. The aim of this paper is to test the impact of employee engagement (EE) on their retention (ER). We suggested a theoretical model extending (M. Gupta, 2018) model describing how employee engagement influences their retention. The first model connected engagement with control at work (CAW) and general wellbeing (GWB) with psychological capital (PsyCap). We extended the model by connecting CAW and GWB with employee retention. We also added job satisfaction (JS) as a mediator between EE and ER.

RESEARCH HYPOTHESES

The following hypotheses were developed for this research work:

H01- Employee well-being has no significant impact on employee retention in higher educational institutions in Bhopal.

H02: Job stress and workload have no significant impact on employee retention.

H03: Supportive leadership and employee feedback have no significant impact on employee retention.

H04: Career Growth Opportunities Have No Significant Impact On Employee Retention.

RESEARCH METHODOLOGY

This study undertakes a quantitative, descriptive research design to determine the impact of employee well-being on employee retention in higher educational institutions in Bhopal. The research methodology is cross-sectional because data was collected at a single point in time using a structured questionnaire.

The data for this study was gathered through a structured questionnaire that measures key aspects of employee well-being and its influence on retention. The questionnaire is made up of closed-ended questions using a 5-point Likert scale in order to measure factors such as:

- Psychological well-being: workload, stress, work-life balance
- Compensation & benefits: salary satisfaction, financial incentives
- Organizational culture & support: manager support, career growth opportunities
- Employee engagement & growth: feedback, learning opportunities, loyalty
- Retention behavior (intent to leave, job search activity)

The questionnaire was self-administered and was sent using online media

Population: Employees working in higher educational institutions in Bhopal.

Data collection is done using the convenience sampling technique and taking samples of 33-34 participants, from whom the questionnaires were directly filled on the satisfaction from where the extraction was done in relation to one's intent to leave or job search activities. This method has been opted for by the researcher as the scope of the study is narrow, and the population in such institutions is easily accessible. However, the sample size under consideration here is rather small, yet it explains the link between employee wellbeing and retention in a specific higher education institute in Bhopal. The participants were from different departments and had different levels of experience within their organizations, which provided a diverse range of responses.

DATA ANALYSIS PLAN

Descriptive Statistics

Descriptive Statistics (frequencies, Mean, Percentages) was applied to the questionnaire in order to summarize the demographic characteristics of the respondents (such as age, gender, department, and years of experience) and provide an overall picture of the responses to the key variables.

Table 1 – Calculation of Frequency

Category	Option	Frequency
Age Group	18-25	19
	26-35	1
	36-45	6
	46 and above	8
Gender	Female	21
	Male	13
Years of Experience	Less than 1 year	12
	1-3 Years	8
	4-7 Years	2
	More than 7 years	12

Source: Author's own calculations.

Table 2: Analysis of the Demographic Characteristics Based on Frequency, Percentage, and Cumulative Percentage

Demographic Factors	Frequency	Percent	Cumulative Percent
Gender			
Male	13	38.24	38.24
Female	21	61.76	100

Total	34	100	
Age			
18-25	19	55.88	55.88
26 – 35	1	2.94	58.82
36 - 45	6	17.65	76.47
46 and above	8	23.53	100
Total	34	100	

Source: Author's own calculations

Table 2 shows that there are 13 (38.24%), male respondents out of a total of 34 respondents. While there were 21 (61.76%) female respondents out of a total of 34 respondents. The majority of the respondents belong to the age group of 18–25 years, which comes out to be 19 people (55.88%). Followed by an age group of 46 years and above, which is 8 people (23.53). The smallest group is of people aged 26-35, which is 1 people (2.94%).

Ryff's Scale Analysis

The present study, within the framework of the Ryff Scale of Psychological Well-Being, attempts to study the retention of employees of higher education colleges in Bhopal. The questionnaire responses were grouped into six dimensions: Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life, and Self-Acceptance. They were calculated on the basis of employees' responses as a Total Ryff Score gauging the overall well-being. Based on their responses regarding retention, the employees were divided into two groups—High Retention and Low Retention. A comparison was made of Ryff scores across both groups to understand well-being factors influencing employee retention.

The hypothesis was tested by looking at the differences in well-being scores across retention groups. The results indicated that Purpose in Life, Personal Growth, and Positive Relations significantly influence retention, while Autonomy and Environmental Mastery—stress and workload factors—do not influence an employee's decision to stay. Therefore, H01 (Well-being of an employee does not affect retention), H03 (Supportive leadership does not have any effects), and H04 (Career growth has no effect) are rejected and emphasize that well-being, good leadership, and career-growth opportunities are important aspects to be considered in

retaining employees. However, H02 (Job stress and workload are nonconsequential) is not rejected, showing that workload and stress have no significant influence on retention. This analysis seeks to pinpoint meaningful factors that may enhance retention measures in colleges of higher education.

DISCUSSION

The study's findings indicate the relevance of employee well-being in affecting retention rates within higher educational institutions (HEIs) in Bhopal. The data imply that psychological well-being, organizational culture, compensation, and career growth opportunities play a role in influencing an employee's decision to stay or leave the institution. Another key informant observations concern job stress and their impact on the workload and other concerns related to employee satisfaction and retention. Most employees were burned out due to the demanding nature of work, which agrees with the previous literature on correlation to high levels of turnover due to job stress (Jaganjac et al., 2020). Work-life balance also emerged as vital, reinforcing the need for HEIs to plug policies that encourage flexibility and reduced workload stress. Supportive leadership and feedback systems were also spelt out as the other area of concern, pointing out that institutions which allow open discussions with a lot of constructive feedback and recognition for employees prove to be more engaging for employees. Previous studies conducted by Tian et al. (2020) also confirm that leadership style used positively determines retention depending on a high organizational commitment. The study adds that career growth perspectives are crucial for existence in an organization. Limited avenues for professional development and thereby for promotions often lead to employee dissatisfaction and poaching opportunities. Such findings support the research of Al-Suraihi et al. (2021), in which career growth was noted as an important factor in employee retention across all sectors. Moreover, the study confirms that salary and financial incentives, while important retention factors, are not the only ones. Competent remuneration ensures job satisfaction, but nonmonetary incentives, such as job security, workplace culture, and opportunities for personal growth, make significant contributions to an employee's tendency to stay in an organization (Murtiningsih, 2020). Overall, the study emphasizes a holistic approach to employee well-being, where psychological support, just compensation, work-life balance, career advancement, and support in leadership combine to form a congenial work atmosphere.

CONCLUSION AND RECOMMENDATIONS

The purpose of the project was to study how employee well-being impacts retention in higher educational institutions in Bhopal. This signal is such that job stress, leadership support, compensation scheme, and career advancement can significantly affect the retention of any employee. Such institutions require the commitment to view retaining skilled professionals as a premises for achieving institutional stability. The research supports the hypothesis that poor employee well-being increases the likelihood of attrition. Predictive towards employee turnover were excessive workload and stress, employee feeling unrecognized, and limited career growth opportunities. Organizations that have been found to focus on these will improve employee retention through increased work-life balance, development training, and good workplace culture. Given these results, HEIs in Bhopal need to implement an employee-centric paradigm by bringing in policies that focus on stress management, continuing mentorship programs, and career advancement programs. Creating positive working environments for well-being will help HEIs achieve higher levels of job satisfaction, increase productivity, and reduce employee turnover. Future research can go a step ahead with this research by widening the variables to incorporate qualitative dimensions through interviews, the aim being to provide an in-depth viewpoint regarding the determinants of employee retention in HEIs.

LIMITATIONS OF THE STUDY

Sample Size and Generalizability-The limited number of respondents used to conduct the study may not suffice in representing the comprehensive population of employees across higher educational institutions in the Bhopal region. The increase in sample size may attain greater generalizability in the findings. **Scope of Employee Well-Being-**While this study has concentrated on key aspects pertaining to well-being, namely psychological health, related compensation, and career growth, other likely aspects such as workplace relationships, job autonomy, and organizational policy were not given exhaustive attention. **Cross-Sectional Nature-**The study was exercised within one time frame, which curtailed the opportunity to gather a prolonged trend of employee well-being and retention. A longitudinal study could reveal a great deal about how well-being influences retention over time.

SCOPE FOR FURTHER STUDY

Future research can generalize better with greater samples, which can include various higher educational institutions across other regions. Qualitative methods of in-depth interviews and focus group discussions can contribute to deeper insights on personal experiences and the

motivations behind employee retention. Also considered might be providing a historical approach in which a longitudinal study looks at ways in which changes in well-being relate to long-term retention. Other studies can examine the impact of current major trends, such as remote work policies, digitalization, and changes in leadership styles, on employee retention. Further comparisons could also be made between the public and private HEIs or even cross-industry comparisons, which could cast a larger relevance field around well-being and employee retention strategies across different contexts within the organization.

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