

# Chapter 7

## Job Satisfaction and Teachers Retention: Critical Review of Indian Management Education

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### ABSTRACT

*The objective of this research is to provide a platform to researchers to formulate retention strategies for their respective teaching staff and institutes. The present study has thus undertaken extensive literature review and depicted the impact of job satisfaction in teacher's retention at management institutes in India. The scope of present study is to identify the factors affecting teacher's retention in management institutes in Indian and also to explore the importance of job satisfaction in the same. The future research direction of the present study is to engage the Baron and Kenny, 1986 model for mediation regression analysis and conduct the institute specific study for exploring the frequency of each factor in retaining teachers within their institutes.*

### INTRODUCTION

It is not only the industry and corporate but also, the educational institutes who are engaged in talent war these days (Singh & Singh, 2015; Sinha & Sinha, 2008). Management institutes in India have witnessed huge growth in terms of quantity (Beckmann & Cooper, 2004) and thus facing crises of talented teachers (Sinha & Sinha, 2008). The promoters have the challenge to employ the best available talent, develop them and finally retain them for developing competitive advantage for the organization (Harvey, 2013).

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With the mushrooming of institutes, it has become difficult to retain teachers in management institutes (Lavania et. al., 2011; Shikha, 2012; Power & Staunton, 2013). Moreover, it is difficult to focus on control on teachers (Ehlers, 2009). The department of higher education in India has identified teachers as very important part of education system and huge efforts have been made to enhance the education of teachers in the country but, ironically very less studies has been found for need based management of teachers in general and management education in particular (Davies & Davies, 2010). An institute who invest its resources in developing its teachers would not like to lose them. Thus a need arose to identify teacher's talent, develop them and also to retain them within their institutes.

## **NEED FOR STUDY**

Talent management in general and employee retention strategies in particular have been successfully implemented in corporate and in return these corporate houses have benefitted by gaining in competitive advantage (Cappelli, 2000). In academics, the research on retention has been conducted mostly on school teachers of USA, UK, Europe, and Greece (Allen, 2003). Thus, teacher's retention in management education has been identified as a major concern.

## **OBJECTIVES AND APPROACH OF STUDY**

An exhaustive literature review has been conducted from reputed journals, books, articles, reports, magazines, newspapers, online sources and database like EBSCO, ProQuest, Sage, and Google Scholar to build the theoretical foundation for study. The objective of literature review is to identify the issues related to teacher's retention in management education. The literature contains a brief overview of various models, related studies on teacher's retention, and issues related with teacher's retention in management education are presented. Various factors are concluded and studied in detail. Research gaps are identified to prepare a conceptual framework for further testing. The main area of study is talent management in the context of teachers. However, its concepts have been derived and developed from the industry thus specific and general papers were also reviewed. The various types of papers reviewed for the study have been categorized and listed in Table 1.

From the Table 1 it is apparent that conceptual and empirical studies are reviewed which includes various categories like teaching, corporate and general papers with both national and international perspective. Total of 239 studies were found related and relevant which included 154 teaching studies, 36 corporate studies and 49 general studies. These included the origin, concept, meaning, importance, models and related studies of talent, talent management, and talent quotient, subsystems of talent management, retention, and job satisfaction. The general papers explored these concepts and their origin whereas corporate papers included empirical and theoretical testing of these concepts into specific industries. Teaching papers included application of these concepts in academics along with profile of higher education, management education in India and abroad. The concepts derived from these papers are duly presented in the subsequent sections.

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