



Higher education teaching professional's transition, engagement and retention - post pandemic landscape in Bengaluru city

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Abstract

The COVID-19 pandemic has significantly impacted higher education, forcing institutions to rapidly transition to online learning environments. This conceptual study explores the effects of this transition on teaching professionals, focusing on their engagement, retention, and compensation analytics during the post-COVID-19 situation. The research aims to identify key challenges faced by educators and institutions, and provide insights into strategies for mitigating the negative impacts and promoting a sustainable academic workforce.

Keywords: Higher education, teaching professionals, transition, engagement, retention, compensation analytics, Covid-19

Introduction

Compensation Analytics: conceptual foundations

Compensation is a broader and all-inclusive term which denotes all kinds of remuneration paid for employees offering their services to Institutions. These compensation methods and its implications on employees are analyzed and evaluated which is called as compensation analytics. This study is an evaluation on compensation analytics and practices in Indian higher education sector. It is evident that compensation analytics in this industry is determined by AICTE scales and norms to a greater extent which provides salary, incentives and benefits based on performances. Premier higher educational systems do have an employee monitoring system which includes compensation analytics as well. It could be said to a larger extent that compensation analytics as an analytical tool prevails in 10% of Indian higher educational institutions which do have higher employee retention as well. So, there is a need to evaluate the existing compensation analytical tools, usage, effectiveness and impact on Indian higher education industry as a whole and this research is an empirical attempt on it for the first time ever. So, the academic researches which have been done on compensation methods, practices and systems are presented in the next section.

Compensation is defined as the overall total benefits {Cabanas et.al 2020 & Dessler 2015} [5, 7] that an employee receives for the work he has completed which has impacted Institutions outcomes. Compensation is a system which has benefits which is dependent on employee performance & external Institutions {Terepyshchy et.al 2019} [30] environment. It is the most important determinal aspect which could have positive impact, effects and outcomes in an Institution. It is the total benefits which are provided to employees for their work, outcomes (Eliopoulos 2019; Sutrisno 2020; Gorgenyi-Hegyes *et al.* 2021) [9, 12, 29] Institutions engagement, commitment and performances. It is the most important factor which ensures effective employee engagement, motivation and retention in any Institution. It is the one single factor which ensures

employee performance and Institutions outcomes. this factor is critical in providing growth and development towards Institutions goals in its perspective. It transforms employees and directs their energy towards Institutions benefits in the long run. It is one single external factor which can ensure internal consistency of employees with dedication, commitment and involvement with trust. This factor could also provide emotive outcomes in an individual which can actually increase employee performances incredibly. The credibility and effective functioning of employees is ensured by compensation. It provides the strategic Institutions organic pathway for the future in which Institutions can function effectively and efficiently. The future of an Institution lies with the talented work force which can be engaged and directed with compensation. The benefits of compensation are innumerable for the Institution and employee as it bridges the perceptual gaps and orientations and makes the Institution functional and purposive. This is the one single factor which can also ensure proper human resource strategy which can reshape and transform employees towards Institutions objectives.

The futuristic pathways of an Institution are effectively reached with employee contribution only which is ensured totally with this factor compensation. There is a need for innovative, novel, purposive and transformative Institutions compensation procedures and outcomes which can change the functional aspects to make it more dynamic and operative towards future. Compensation can ensure strategic advantage for global Institutions as its role and effectiveness in Indian higher educational sector has never been studied or evaluated which has been attempted with this research. This is an effective employee intervention strategy which has been successful across any Institution at any level which can be implemented in future also.

Compensation as a conceptual term could include total benefits as it is the total solace for all employees' expectations and desires. It is the one single factor which can increase the employee status and provide employee well being. So, it could be classified and categorized as the one

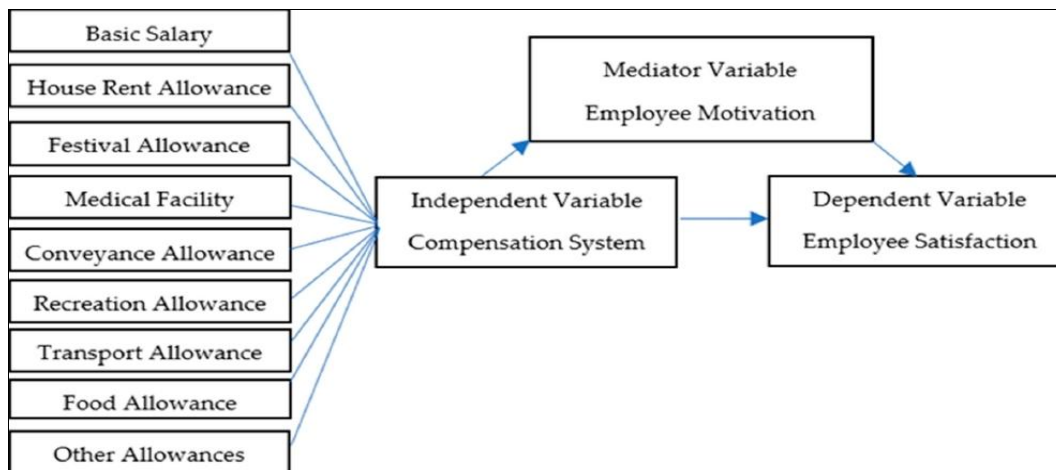
single factor which can increase Institutions competencies and efficiencies along with productivity and outcomes. It is significant, determinal as it could also be classified as the best turnaround strategy for crisis Institutions. It can provide belief and trust in the Institution on a long-term basis. It has consistently delivered as a positive concept which is history as it would also continue to influence as the most important factor in human resource history of future also. It provides the caricature and effective representation of Institutions image in global societies.

The trust and belief of Institutions lies in the effective management of employees which is possible with proper compensation methods and effective implementation as well. Compensation systems, when they become proper and functional it effectively integrates employees with the Institutions purposes to ensure it’s determinal outcomes. Benchmarking of standards and quality management, value additions along with creative crafty innovative functional procedures which are designed by employees which leads to consistent outcomes are possible. Compensation ensures long term relationship, association (Armstrong 2016; Bilyk and Sheremet 2019; Mitsel *et al.* 2021) ^[1, 4, 20] and effective linkages of employees and Institution. Employee retention

and Institutions growth is provided in it. Job satisfaction and the employee intention to work with the Institution in the long run is ensured with an effective compensation method which is rewarding and beneficial for them. The problems of less productivity, involvement, absention (Onukwube 2012; Liduma and Lusena-Ezera 2021; Malysheva and Hurova 2021) ^[19, 22] along with lesser engagement and commitment could be removed totally with compensation. Compensation ensures satisfaction in job, effective engagement, purposive production, prudential Institutions growth and development which is a reality. It is transformative as it aligns the employees in the Institutions pathways and integrates with the functional strategies (Shil *et al.* 2020) ^[28], which provide benefits. The long-term goals of an Institution like satisfaction, happiness and well being of employees is ensured with compensation which has direct correlation with employee productivity also.

Review of Literature

The relationship and associations of compensation in an Institution and its direct relationship with employees is explained in the illustration below:



Source: Zayed, N M et.al 2022 ^[33]

It is understood from the above conceptual framework that compensation is an all inclusive and purposive employee engagement strategy which has been implemented in global Institutions. This is the most important and critical factor for motivation and satisfaction of employees. Its role in Indian higher education on employee transition, retention and effective engagement is explored in this research empirically.

In this study the relationship between compensation management practices and motivation {Zayed, N.M. et.al 2022} ^[33] with its impact on employee satisfaction is explored and investigated. In this study the positive relationship between Institutions compensation structure and employee satisfaction is determined. This study establishes the need for a proper compensation system which can increase employee engagement, contributions as it can also reduce turnover.

		CS	EM	ES
CS (9 Items)	Pearson Correlation	1	0.979 **	0.980 **
	Sig. (2-tailed)		0.000	0.000
EM (1 Item)	Pearson Correlation	0.979 **	1	0.973 **
	Sig. (2-tailed)	0.000		0.000
ES (1 Item)	Pearson Correlation	0.980 **	0.973 **	1
	Sig. (2-tailed)	0.000	0.000	

Correlation is significant at the 0.01 level (2-tailed). Source: Primary Data, 2021.

EM – employee motivation & ES employee satisfaction

Source: {Zayed, N.M. et.al 2022} ^[33]

It is also found in this research that there is a positive relation which prevails between compensation systems and practices with employee motivation & satisfaction.

	R	R-Square
ES	0.98	0.96

Source: Primary Data, 2021.

It is found in this study that the relationship between compensation system and employee satisfaction has been very strong, significant and positive to the extent of 96%. This is determinative in its outcome and purposes as it can totally redefine the entire Institutions process and outcomes in Indian higher education sector which has not been explored or studied before. This study also establishes the relationship between compensation & performances of employees which lead to satisfaction which has not been explored in (Candradewi and Dewi 2019) [6] Indian higher education sector which is attempted for the first time with this study. In this study it has been established that compensation methods and benefits lead to satisfaction in job and well being of employees (Pudjiastuti and Sijabat 2022) [23], which needs to be explored in Indian higher education sector. It was found in this study that employee remuneration had a positive effect on employee satisfaction (Mabaso and Dlamini 2017; Kowalski *et al.* 2022 [16], Nane 2019; Dinter *et al.* 2022) [18, 18, 21] which had not been explored before.

It is also found that research studies have not been done on compensation systems and practices with its influential impact on employee transition, engagement and retention in Indian higher education sector which is explored and empirically investigated in this study. It is also evident that there has no proper compensation system which could be evaluated or analyzed in Indian higher education systems and practices as private and deemed universities, private institutions and government departments have their own methods and means of compensating their employees for work. It is also evident the Indian higher education employees and their compensation packages has not been analyzed or evaluated which is also attempted with this study.

Research Design

The research is done based on secondary Data, through various research papers and journals to understand the concept of employee transition, employee engagement, and employee retention. The study is focused on conceptual basis.

Objectives of the study

1. To understand the concept of Employee engagement
2. To Understand the concept of Retention practices in higher Education teaching professionals
3. To understand the Concept of Employee Transition in Higher Education Teaching Professionals

Data Analysis & Interpretations

Conceptual foundations: Employee engagement

The active, consistent, regular efforts of an employee towards Institutions goals and objective could be said as employee engagement. This engagement could be based on salary and other monetary needs as it could not be involving and totally engaging. There is a need for transformation of

employee mindset towards active and effective engagement which is impactful, productive and outcome oriented. The nature and extent of employee engagement in Indian higher education sector is explored and investigated in this research which could give new impetus and directives also.

Conceptual foundations: retention practices

Institutions are willing to retain employees who are productive and contributive. They provide salary, incentives, job enrichment, enlargement, responsibility, leadership and career advancement options. This provides a holistic employee engagement with the employees as they are retained in the long run. However, it is also evident that the effective and impactful retention practices in Indian higher education sector has never been researched or empirically investigated which is done with this research.

Indian Institutions and employee engagement & retention practices:

Indian Institutions have been focusing on employee engagement practices and strategies which could increase employee performance and retention. It is evident in this study that 60% of Indian Institutions have increased employee engagement activities in the last two years. In this time of India report it has been found after contacting 550 employers, they are willing to invest in employee engagement related activities which could provide more leverage and better employee performances. It is found in this study 55% of the Institutions have found that their employee engagement levels had increased when compared to last two years. It is also found in this study that 80% of employees have felt that Institutions culture and practices lead to effective employee engagement and contributions. It is also found in this study that 75% of Indian Institutions have invested in employee engagement activities and other companies do not focus on it. It is evident from the HR managers that employee disengagement leads to 40% more absenteeism, 50% accidental cases and 70% errors and mistakes in work. In this study it was also found that higher employee engagement had led to an increase of 50% productivity & job applications have increased by 30 to 50% (Wsl). However, the role and impact of employee engagement in Indian private sector and its implications on Institutions performance and outcomes has not been empirically researched which needs to be done.

Genius consultantsreport (2022) [11] has indicated that there is a strong positive relationship between employee engagement and retention in Indian Institutions. It has been found in this report that 85% of Indian Institutions agree that employee engagement leads to employee retention. It was also found in this study that 83% of Indian Institutions agree that employee engagement is a key factor which could determine more Institutions performance and outcomes. It was also found in this study that 40% of the respondent's state that employee mobility negatively influences employee engagement practices in an Institution. 89% of Institutions found that employee engagement increases employee loyalty, trust and commitment in work. However, the role and impact of employee engagement in Indian private sector has not been evaluated or studied which needs to be done. The role of compensation analytical practices on employee transition, engagement and retention needs to be evaluated and determined which has been attempted with this study.

iSS global report (2023) [14] focuses on the various factors affecting employee retention and turnover in Indian companies. In this study it is stated that employee engagement could lead to increased employee contributions and outcomes. It is found in this study that 85% of Indian employees feel that they have a personal sense of belongingness with their companies. This is found to be more than the global average of employee engagement and retention. The personal sense of belongingness, attachment and emotive bonding with the company has led to this higher sense of personal belongingness. It could be attributed that intrinsic factors of engagement are more with Indian employees whereas extrinsic factors determine employee engagement with global employees. In this report it is also found that Indian workers frequently experience

negative emotions in their workplaces. A staggering 31% reported deteriorating mental health, including anxiety or depression, while 28% attempted to switch jobs due to workplace negativity and team politics. So there is a need to evolve effective employee engagement strategies for Indian higher education sector and this research study is an attempt on it. Tomar, Jitendra. (2019) [31] had done research study on the nature and extent of prevalence of Employee Engagement in India. In this research study the factors which contribute to employee engagement which are Institutions Effectiveness, People, and Performance in Indian IT companies has been evaluated.

Employee engagement in various Indian sectors

	(1) Highly Disengaged (Score Range: 20)	(2) Moderately Disengaged (Score Range: 21 - 40)	(3) Slightly Disengaged (Score Range: 41 - 60)	(4) Neutral (Score Range: 61 - 80)	(5) Slightly Engaged (Score Range: 81 - 100)	(6) Moderately Engaged (Score Range: 101 - 120)	(7) Highly Engaged (Score Range: 121 - 140)	Total Respondents	Disengaged (%) (Score Range: 60 & below)	Neutral (%) (Score Range: 61 - 80)	Engaged (%) (Score Range: 81 & above)
	Employee (%)								Employee (%)		
Information Technology	3.3	4.0	7.2	9.1	17.6	27.1	31.7	50	14.6	9.8	75.6
Aviation	4.8	4.9	8.1	10.8	16.6	25.4	30.2	50	14.9	10.1	75.0
Healthcare	6.9	7.8	8.5	9.2	15.6	24.2	27.8	50	23.4	8.2	68.4
Retail	9.9	9.8	11.4	9.1	13.4	20.5	25.9	50	31.9	9.1	59.0
Tourism	11.6	9.1	10.2	10.1	15.0	21.3	22.7	50	32.1	10.1	57.8
Telecommunication	13.8	12.8	14.9	10.8	13.1	16.9	17.7	50	41.3	10.4	48.3
Media and Entertainment	17.3	16.8	16.9	11.1	11.3	12.2	14.4	50	45.7	13.8	40.5
Banking & Financial Service	20.6	18.2	19.1	12.3	11.1	8.6	10.1	50	58.1	12.1	29.8
Insurance	21.9	18.6	20.4	11.1	12.0	7.8	8.2	50	59.1	13.2	27.7
Logistics	22.4	19.6	21.3	12.0	10.4	7.2	7.1	50	59.4	12.7	27.9

Source: Tomar, Jitendra. (2019) [31]

It has been found in this research that the highest employee engagement has been witnessed in Indian IT sector with 31.7% engagement – the highest in the entire country. The Indian aviation industry has the second highest engaged employees with 30.2% of them engaged with their Institution. The lowest levels of engagement have been found in Indian logistics industry with 7.1% of the total employees being engaged.

Highly disengaged Indian employees in various sectors

The highest levels of disengaged employees are found in Indian logistics industry, followed by Insurance, banking &

financial services, media and entertainment & telecommunication sector.

The reasons and factors which lead to highest levels of dissatisfaction in these Indian industries have to be explored and investigated as researches have not been done in this direction. This research is an exploration in to the role of compensation on employee transition, engagement and retention in Indian higher education sector empirically for the first time in India.

Prominent engagement factors in Indian IT industry (Extrinsic)

	(1) Highly Disagree (Score Range: 4)	(2) Moderately Disagree (Score Range: 5 - 8)	(3) Slightly Disagree (Score Range: 9 - 12)	(4) Neutral (Score Range: 13 - 16)	(5) Slightly Agree (Score Range: 17 - 20)	(6) Moderately Agree (Score Range: 21 - 24)	(7) Highly Agree (Score Range: 25 - 28)
	Percentage of Employees						
Insightful Work	1	1	1	3	5	5	9
Pragmatic Management	2	1	2	2	4	6	8
Positive Work Environment	1	1	1	4	4	6	8
Growth Opportunity	1	1	2	5	7	6	10
Engaging Leadership	1	1	1	3	3	5	4

Source: Tomar, Jitendra. (2019) [31]

It is found in this study that growth opportunity, insightful work, pragmatic management and positive work

environment leads to employee engagement. These factors are extrinsic in nature as the role of intrinsic and extrinsic

factors on employee engagement and retention practices in Indian higher education sector has not been evaluated or studied which needs to be done. This study is an attempt

towards it in this direction empirically for the first time.

Engaging and disengaging factors for Indian industries

	Disagree (Score Range: 12 & below)	Neutral (Score Range: 13 - 16)	Agree (Score Range: 17 & above)
	Total Percentage of Employees		
Insightful Work	3	3	19
Pragmatic Management	5	2	18
Positive Work Environment	3	4	18
Growth Opportunity	4	5	23
Engaging Leadership	3	3	12

Source: Tomar, Jitendra. (2019)^[31]

In the above analysis it is evident that insightful work, pragmatic management, positive work environment, growth opportunity and engaging leadership lead to positive employee engagement in Indian industries. It is found from the study also that pragmatic management, insightful work and engaging leadership has got the maximum disagreement among Indian employees.

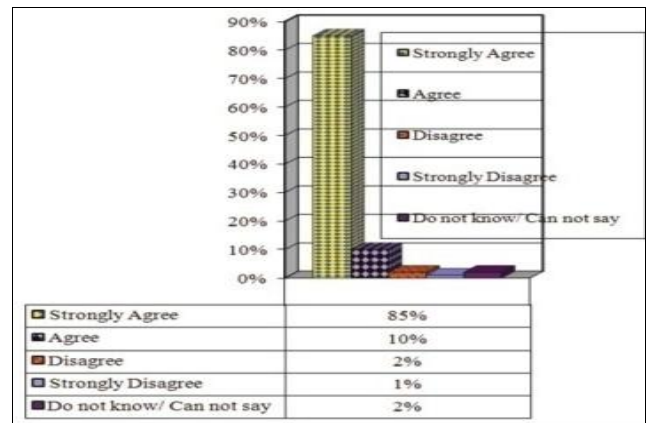
So, it is evident that there is a need to effectively and purposively engage Indian employees who can lead to increase in employee contributions and productivity along with happy work engagements. However, as these dimensions and issues has not been researched or evaluated in Indian higher education sector – this research is an empirical attempt on these aspects and dimensions which is explored for the first time. So, this research is an attempt towards it.

Intrinsic and extrinsic motivators on Employee engagement

Intrinsic motivators are the aspects, factors, dimensions and issues which are confronted by an individual inside the person. These factors certainly influence and determine his personal, professional, social and work based attitudes, frameworks and responses. The extrinsic factors are the aspects which are prevalent outside the employee – work environment, Institutions culture, incentives, promotions, salary, job title, job role, responsibilities, job enrichment, job rotation, job enhancement. These factors could motivate an employee to increase productivity which leads to effective Institutions performances and contributions. This intrinsic and extrinsic factor of motivation makes a positive impact on employee engagement.

Bhadoriya, S. and Chauhan, S.S., (2013)^[3] had done a critical analysis on intrinsic & extrinsic factors of motivation.

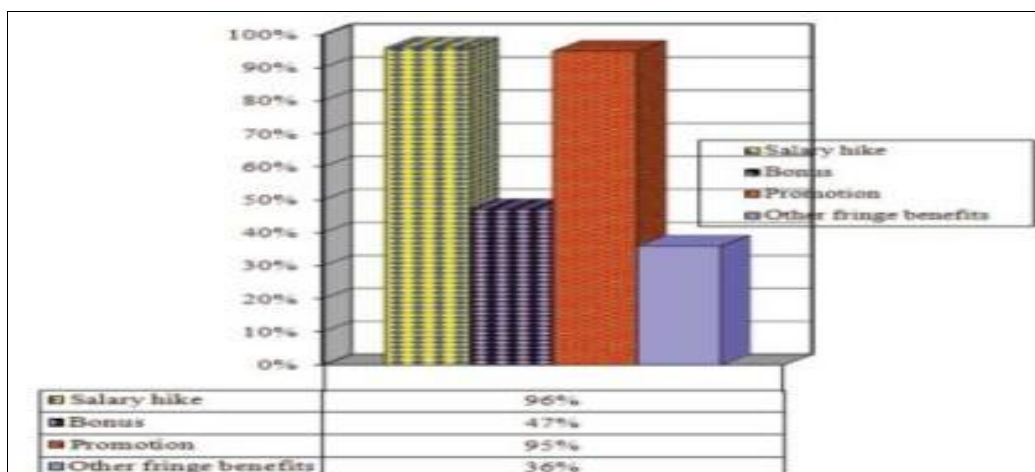
Role of motivators on employee productivity and performances



Source: Bhadoriya, S. and Chauhan, S.S., (2013)^[3]

It is evident from the above statistical analysis that 85% of the sample respondents strongly agree that motivators play a major role in increase of employee productivity and performance. However, the specific impact of extrinsic and intrinsic motivators on employee engagement & retention in Indian higher education sector has never been evaluated or studied which needs to be done.

Extrinsic factor of motivation & impact on employees



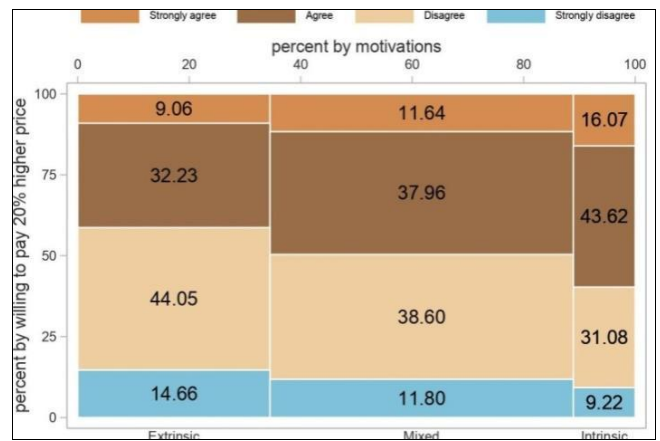
Source: Bhadoriya, S. and Chauhan, S.S., (2013)^[3]

It is found in this research study that 96% of employees consider salary hike as the major external motivator. 95% of employees feel that promotion is next major external motivator which leads to effective Institutions performance and contributions. In this research study data has been collected from 50 employees working in service department in 50 employees serving in customer service department of TeleTech India in Lucknow. This research study has been conducted in Indian BPO Institution. It is also found from this study researches have not been conducted on extrinsic and intrinsic motivators and its impact on employee engagement & retention in central and western Zones of India with employees working in Indian higher education sector. This research is an attempt to reduce the research gaps which are evident as this research is an attempt in this direction in this geographical region covering Indian higher education sector for the first time ever.

Intrinsic and extrinsic motivators: Environmental protection

Pugno, M. and Sarracino, F., 2021 [24] had done an empirical study and had illustrated the role of Intrinsic vs extrinsic motivation and impact on protection of environment. In this study correlational and causal evidences have been provided. This study has been carried out with European data set and the people attitude towards environment-oriented products is evaluated. In this study it has been found that people are willing to pay 20% more if it adds value or conserves environment and ensures environmental protection also.

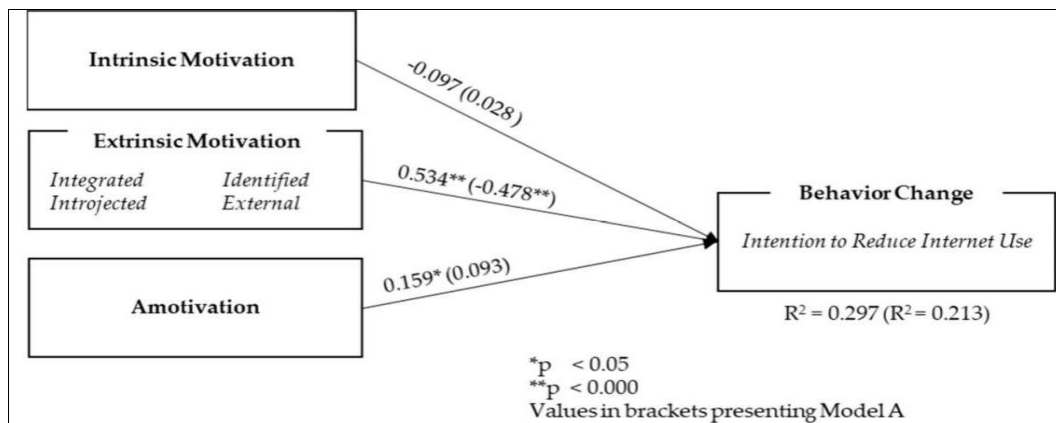
Environmental motivators and willingness to pay



Source: Pugno, M. and Sarracino, F., 2021 [24]

Although the role of extrinsic and intrinsic motivators on willingness to pay extra for products has been established in this research study – it is also evident that the role of extrinsic and intrinsic environmental motivators on employee engagement with regard to Indian private sector employees has not been studied or evaluated which needs to be done. So, this research is an attempt on these aspects and dimensions for the first time which could provide new insights and thinking for Indian higher education sector.

Wathuge, A. and Sedera, D., 2023 [32] had done research study on reducing the Negative Environmental Impact of Consumerization of Higher education. This study has been evaluated from an individual that in this research study a structural model has been evolved which has been clearly given below as:



Source: Wathuge, A. and Sedera, D., 2023 [32]

In this research study the role of intrinsic and extrinsic motivation to reduce internet usage has been clearly elucidated.

However, as this research is an attempt to investigate, it is also discovered that the intrinsic and extrinsic motivations of professionals working in the Indian higher education sector have not been studied or evaluated. This study would investigate the dimensions, provide a focus, and introduce novel approaches. In addition, the goal of this study is to provide a novel and useful model that can be used in the Indian higher education sector to increase the number of teachers. This study is an attempt to examine these aspects,

which have not previously been investigated or evaluated in the Indian higher education sector.

Employee transitions& in Indian higher educational institutions

The concept - employee transition has huge implications on human resource management practices. Transition is a momentary phase, as the outcome can be called as the change. The process which leads to change could be called as transition. It is a systematic engagement of various factors and its coordination which leads to change. There is an intense need to study the transition aspects of employees

and its implications on Indian higher educational practices and orientations.

The human resources also undergo transition – a process of change which has lot of mental, physical and social, organizational change which are evident later. The change in human resource could have larger and greater implications on the employee, team, contributions & outcomes.

Stress, frustration & discomfort in work place is the first indicator of transition. This leads to lot of biological and mental changes which affects the human resource personality and productivity. The stress could be due to various factors as it operates in various dynamics which has greater implications on the individual, team and contributions. The human resource department must identify the nature of stress, problems and issues prevalent in their human resources and provide them confidence, support and help to overcome them. This organizational support at the initial stages could lead to satisfaction, mental peace and happiness as it would not lead to transitory phases which lead to employee transition – or intention to move, activities which indicate move like non-cooperation, lesser dedication interest in work, non-attachment towards organizational goal, lack of commitment and involvement in organizational work. The lesser the organizational support – the greater the intention of employees to move to higher prospects, salary and achievements in life which is called as employee transitory intentions.

The intense prevalence of transitory intentions with a support from family, friends and relatives leads to stronger intention to remain non-committal and search for alternatives. This search again could indicate lesser concentration and work towards organizational goals where the contributions are less and goals are not achieved. The human resource department has to intervene at this stage and counsel them towards prosperity and happiness.

The non-committal, non-involved casual outlook of human resources leads to employee transitory attitude, behavior and responses. These responses and behavior are slow and steady as the organization deteriorate towards the goal and when the employee informs the decision to quit – the chaos, catastrophe and negative organizational culture has become more prominent as it difficult to curtail or orient the existing employees towards the right track.

So, there is a need for tracking and counseling employee transitory intentions, behavior and responses in any Indian higher educational institution. In reality it would be rattling to know that such kind of human resource practices do not exist as the confusion and chaos are more as it is knowledge oriented the replacements are difficult and challenging. There is a lack of organizational support and commitment on Indian higher educational institutions which have become more profit oriented. As the higher education admissions are becoming lower in number and quality – there is a real challenge to retain them. As the higher educational institutions have become Deemed universities in Bangalore – as they have the autonomy to decide on the number of seats, admissions and results – this has created more chaos in this system. As the Deemed universities are willing to pay more for qualified Professors – higher pay, rewards, incentives – are attractive which an oscillating factor for transition becomes. The nature and extent of consistency at work, dedication, involvement in work has become lower as academicians have become glorified

administrative clerks who do more of non-teaching activities.

All these factors lead to employee transitory attitude and behavior as the need for proper human resource system in Indian higher education is emphasized in this study.

Outline of the study

This study focuses on the role of organizational culture and support which leads to employee transitions. The lesser number of qualified higher education professionals has led to employee transitory attitude, behavior and responses in Bengaluru. The rewards systems and pay packages are very erratic which leads to transitory attitude of higher education teaching professionals in Bengaluru.

As the higher education professional could not reach the full potential, as growth opportunities and exposure are less – this leads to transitory attitude, intentions and behavior in Bangalore. The lack of internal consistency, commitment and engagement of Bangalore higher educational professionals has led to more intensive transitory intentions, behaviors and outcomes.

Indian Higher education teaching professional & higher educational teaching professional in Bengaluru – Conceptual orientations and clarity

Higher education caters to the needs and aspirations of youth who would like to contribute in academics, research, and consultancy. The rise in higher education is the hall mark of any prospering society as indicates growth and development. The more rise in higher education it leads to qualitative and quantitative human resource contributions which has a direct impact on socio economic contributions and Indian economic GDP. The future prosperity, scope and development of a country are directed by its highly qualified higher educated qualified resources. They lead the country towards social excellence & intellectual grandeur. This has direct implications on research, novelty and innovations which are the futuristic progressive pathway of a society.

A higher education teaching professional by nature focuses on the quality, nature and directives of education in the country. A higher education professional has philosophical outlook on the manner and progress of education with moral, social values and outlook. He is the architect of modern society. He is the creator and transformer of society as he leads them to progress, shows the way and guides the future generations. The role does not stop in just disseminating education as it also involves a transition, change and transformation of younger generation. He provides them hope, gives them support, encourages and with trial and error makes them to have confident outlook. He also gives moral, cultural social inputs which makes these future generations more valuable. He gives a holistic approach on the society as he integrates the fragments, bits and pieces of youth and their mindset to give them a shape and make it more purposive. The futuristic landscapes of any society are determined only by the higher education professionals as they lead to social excellence and transformation. This is indeed an uncompromising personal venture of these professionals where they totally dedicate and involve with future generations.

Personal self, family and relations are compromised for this glorified pathway as they integrate the societies like an intellectual web which aspires to perform and grow towards future.

Higher education terrain, professionals in Bengaluru

The higher education terrain and intellectual landscapes in Bengaluru has been erratic, intensive with a multi cultural environment which evolves in itself. The programs of Indian higher education have constrained with universities syllabus and predefined outcomes. The joy of exploration and innovation with research laboratories, experimentations have been very limited as there is an inbound teaching orientation and methodologies. There is a need for outbound teaching as the consistent interactions with industries and their needs could give them more awareness on their problems and challenges. There is a need for industry institution interaction as the syllabus has to be broadly defined as outcomes have to be specified by them. Academic curriculum could be taken up with industry orientations as researches, consultancy and raising of grants have to be the focus. There is a need to have collaborations with foreign universities to learn their curriculum and methods as to provide our inputs to them. It is evident that all these criteria have been met and adopted in 10% of Bengaluru Institutions who are autonomous, as they are not approved by AICTE or UGC. There is a need to change and revise the higher education course outcomes as the clutches of syllabus, exams and thesis has to be put a full stop now. There is a need to rejuvenate the Bengaluru higher education systems and processes which can create, craft Institutional and professional excellence as it can become Intellectual and knowledge hub of the world towards 2035.

Suggestions and Conclusions

Higher education employee retention: Challenges and issues: Covid & post Covid context

The global education systems and practices came to a grinding halt in this century for the first time. Covid, a new phenomenon erupted as it had affected the global movement of people, products, supply and systems. It provided new challenges as it also enforced new possibilities and outcomes on its own. This Covid had become a real market challenge as the global supply chain stopped functioning as the spread of this virus lead to total shutdown of global economies.

People and government slowly realized that it is a new transitory phenomenon which has to be managed as it also gave new scope, possibilities and outcomes. The global education systems had been totally shut as millions of global children were unable to continue their education. This indicated a socio-economic disaster as the economic consequences had been managed in the post Covid era. The social, cultural and group behavior had totally changed with Covid as people became more personalized and independent. As people were restricted to homes – food, entertainment and fulfillment of basic necessities became a rattling challenge. This had led to the new phenomena – Online management systems and practices which had its impact across global industries – from tooth brush to education, food to foot ware everything was provided by online delivery companies. This also slowly modified the payment mechanisms as online payments have now become the order of the day for ordering anything. This had deepening fundamental transitory and transforming effects on global education systems and practices. The fundamental method of global teaching which enforced one to one learning was changed as we moved to online classes and systems. Both teachers and students found it very difficult to

manage and adapt as it has become the new norm for global educational systems and practices. The slow adaptation to techno fabric of global higher education has indeed had greater impact on exodus of teaching professionals who have moved to other professions. As institutions could not provide necessary pay and support during these drastic times – the challenge of survival had become more prominent with teaching professionals as they had moved to safer pastures. The higher education in its nature and purpose has been consistent, adamant and stronger in its orientation to stick with the syllabus and one to one methodology as higher education needs support, innovation and guidance for students. There has been a clear lack of clarity on the nature and purpose of higher education especially in Indian higher education context.

The Indian higher education still continued to be the cat on the wall as there were no stronger higher education professionals who could swing and change this system, modes and practices in the Covid era.

Conclusion

Schools have opened, colleges have reopened and higher educational institutions are functional with more hygiene and security measures for both teachers and students. But where is the quality in higher education and where are the academic hall marks, standards, objectives and progressive pathways? Why higher education professional continues to be in a transitory mode in teaching learning process rather than being more consistent and objective? Are rewards more important for transitions of higher education teaching professionals? What are the needs of higher educational teaching professional if catered can lead to retention? What are the successful retention practices for higher education professionals in Bengaluru? Can training programs, seminars change the mindset of higher education teaching professionals in Bengaluru? What can lead to consistency among higher education teaching professionals which can reduce transitions? These are some of the pertinent issues which have to be resolved in Bengaluru higher education teaching professionals as this research is an attempt to find solutions, strategies and progressive pathways for retention towards 2035. This study is an exploratory and investigative attempt on these issues for the first time in Bengaluru empirically. The next chapter would deal with literature review aspects.

Future of Employee Engagement in India

Sahil Ramchandani, Reema Aggarwal (2019) ^[26] had done theoretical secondary data-based study on the future of employee engagement. This study has been done from an Indian perspective. In this study it has been stated that new and innovative employee engagement practices has been followed in Indian companies. It is also evident from this study that these aspects and dimensions has to be focused more with more intensive approach for which top management support and commitment is needed. However, it is also found that empirical researches on extrinsic and intrinsic factors of motivation and its impact on Indian employee engagement & retention practices in higher education sector has not been researched or evaluated as this research is an attempt towards it.

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