



# Employee Attrition and Retention in privately-funded Higher Education Institutions (HEIs) in Ireland: Factors influencing employee attrition, and drivers of non-academic staff retention, in third-level education

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## Introduction

### Background

- Fast changing environment
- Globalization
- Emerging work trends
- Increased competition

### Relevance

- High employee attrition (CIPD, 2021)
- Negative impact of high staff turnover
- Vital role of non-academic staff in Irish HEIs

### Research Goal

- Determine factors of employee attrition
- Recommend strategies to improve retention in private Irish HEIs

### Foundation

- Primary research: lived experiences of non-academic staff in private Irish HEIs
- Secondary research: literature review - employee attrition and retention

## Research Objectives & Questions

### Research Objectives:

- ✓ Compare and contrast the lived experiences of non-academic staff in privately-funded HEIs, and the literature on employee attrition and retention
- ✓ Make recommendations on improving employee retention in private HEIs

### Research Questions:

- ? What are the drivers of non-academic staff attrition and retention of HEIs in Ireland?
- ? How can private Irish HEIs reduce non-academic staff attrition and increase non-academic staff retention?

## References

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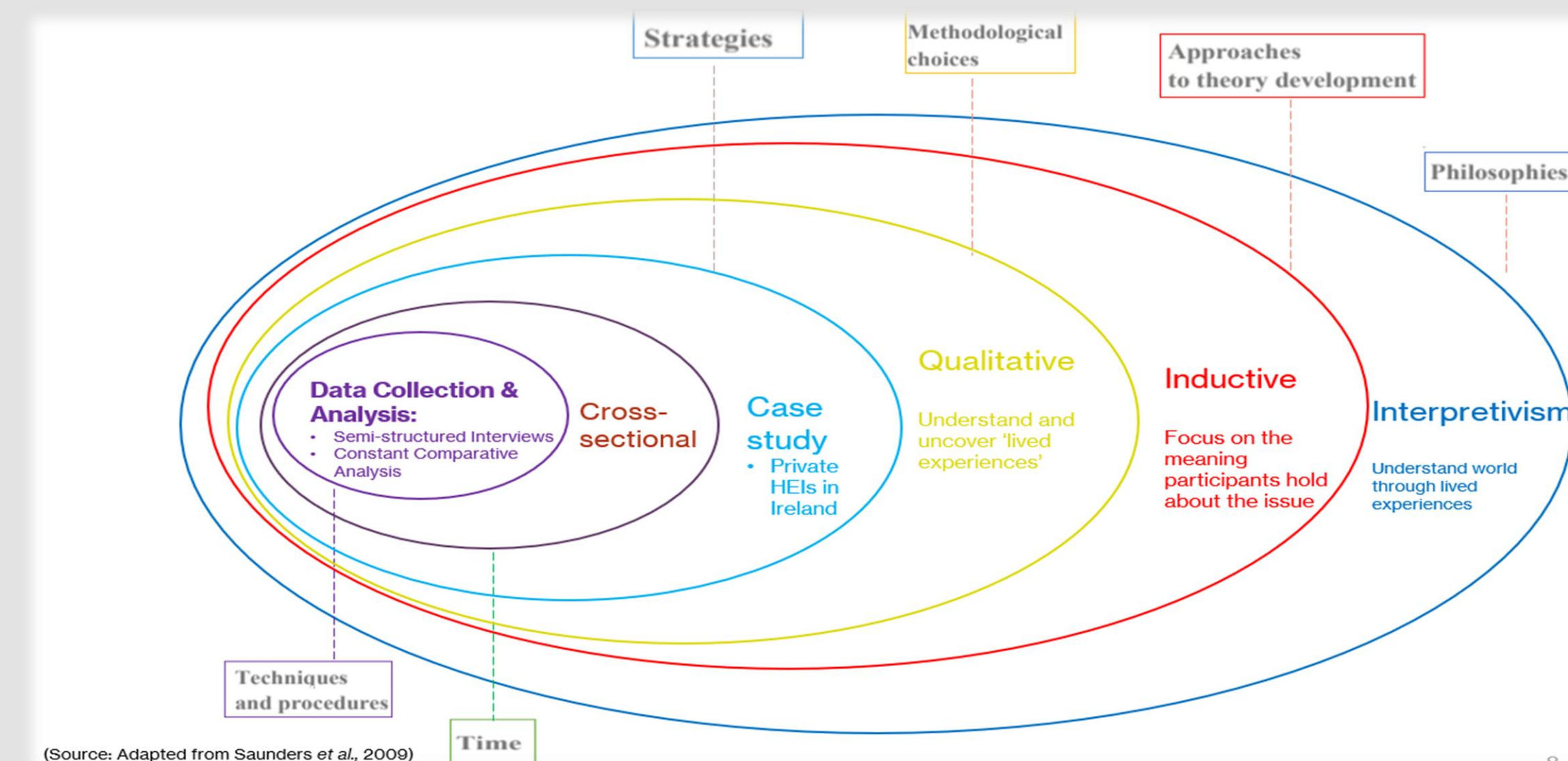
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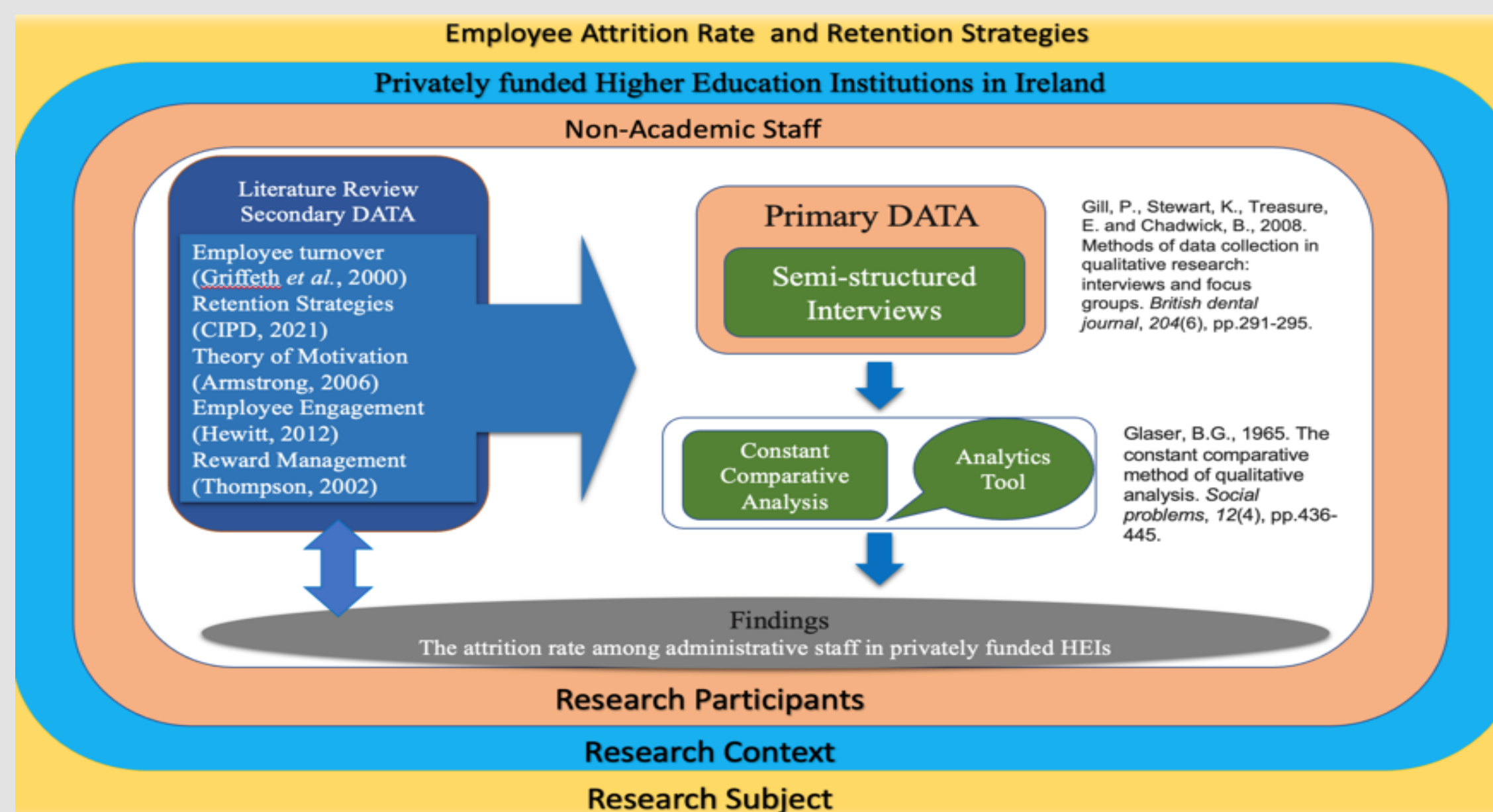
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## Research Methodology



## Conceptual Framework



## Constant Comparative Analysis



## Results and Findings



## Recommendations for Private HEIs



### A Career Development Plan

- Collaboration with employees – short and long-term goals
- Training and Development activities: career workshops, conferences, cross-departmental training
- Evaluations of initiatives' effectiveness

### Employee-Employer Relationship

- People management prioritised: leadership training, tailored training programs for line managers and team leaders, knowledge sharing, coaching and mentoring.

### A Total Rewards Strategy

- Financial rewards: a more competitive pay, pension scheme, consistent pay scales.
- Non-financial rewards: opportunities for personal and professional development, effective implementation of PRP, rewarding effort and achievements, promoting a culture of delegation and autonomy.

### Company Culture

- People management made part of organization's strategy & consistent execution.
- Setting up recognition programs, employee engagement activities, wellbeing days, open-door policy, regular feedback sessions, a stay interview program, external professionals to conduct exit interviews.