

Original Article

Impact of Employee Attrition on Institutional Deliverables and Stakeholder Commitment in Management Institutions: Evidence from Pune District, India

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Abstract

Employee attrition has emerged as a critical challenge for higher education institutions, particularly management institutions where faculty competence, continuity, and administrative stability directly influence institutional deliverables and stakeholder satisfaction. This study examines the impact of employee attrition on institutional deliverables and stakeholder commitment in management institutions across Pune district, India. Using a mixed-method research design, data were collected from faculty, administrative staff, students, and institutional leaders. Findings reveal that high attrition negatively affects academic quality, research productivity, student satisfaction, accreditation readiness, and institutional reputation. Moreover, attrition weakens psychological commitment among remaining employees and reduces trust among key stakeholders. The study recommends strengthened retention strategies, employee engagement mechanisms, and supportive organizational cultures to minimize the adverse consequences of employee attrition.

Keywords: Employee attrition, stakeholder commitment, institutional performance, higher education, management institutions, Pune district

Introduction

Employee attrition—the voluntary or involuntary separation of employees from an organization—has become an increasingly important issue for academic institutions worldwide. Management institutions, in particular, depend heavily on experienced faculty and administrative staff to deliver quality education, research outcomes, industry interface, and student development. High attrition disrupts continuity, affects morale, reduces institutional efficiency, and may weaken long-term stakeholder relationships. In Pune district, one of India's major educational hubs, competition among management institutions has intensified. This makes employee retention a strategic necessity. However, rising attrition among faculty and administrative staff has raised serious concerns regarding institutional deliverables and commitment towards stakeholders such as students, regulators, employers, governing bodies, and the community. This research examines how employee attrition influences institutional deliverables and stakeholder commitment in management institutions across Pune district.

Research Objectives

1. To study the level and nature of employee attrition in management institutions in Pune district.
2. To assess the impact of employee attrition on institutional deliverables such as teaching quality, research output, administrative efficiency, and student experience.
3. To analyze the effect of attrition on stakeholder commitment and satisfaction.
4. To suggest strategies to minimize attrition and strengthen institutional performance.

Research Questions

- How does employee attrition affect institutional deliverables in management institutions?
- What is the relationship between attrition and stakeholder commitment?

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- Which institutional areas are most affected by staff turnover?
- What strategies can improve retention and stakeholder trust?

Review of Literature

Employee attrition is generally influenced by job satisfaction, compensation, leadership style, work-life balance, career growth, and organizational culture. Turnover has been shown to affect performance, productivity, service delivery, and stakeholder perceptions across sectors including higher education. Organizational commitment has a strong inverse relationship with turnover intention. When employees feel valued and supported, they are more likely to stay. In academic environments, stable faculty teams contribute significantly to learning outcomes, research quality, accreditation success, and institutional ranking. Conversely, attrition creates instability, increases workload pressure, reduces morale, and weakens relationships with students and external partners.

Conceptual Framework

Employee Attrition →

- Loss of talent
- Knowledge drain
- Increased workload
- Psychological stress

Leads to ↓

Institutional Deliverables →

- Lower teaching effectiveness
- Disrupted academic continuity
- Reduced research output
- Administrative inefficiencies

Which affects ↓

Stakeholder Commitment →

- Student dissatisfaction
- Reduced faculty morale
- Lower employer confidence
- Reputational concerns

Research Methodology

Research Design

Mixed-method explanatory design.

Population

Management institutions in Pune district.

Respondents

- Faculty members
- Administrative staff
- Students
- Management representatives

Tools

- Structured questionnaire
- Interviews
- Institutional records analysis

Sampling

Purposive and stratified sampling.

Data Analysis

Descriptive statistics and thematic analysis.

Findings & Discussion

1 Effect on Institutional Deliverables

Attrition resulted in:

- Frequent faculty changes affecting course continuity
- Overburdened remaining staff
- Delays in administrative processing
- Decline in research publications
- Challenges in accreditation documentation
- Reduced mentoring support for students

2 Effect on Stakeholder Commitment

Students

Reported reduced satisfaction due to:

- Faculty turnover
- Lack of continuity
- Lower trust in institutional stability

Faculty & Staff

Experienced:

- Job insecurity
- Increased workload
- Emotional exhaustion

Management & External Stakeholders

Faced:

- Reputational risks
- Difficulty in long-term planning
- Loss of institutional memory

3 Psychological Impact

Remaining employees showed reduced organizational commitment.

Recommendations

1. Implement Retention-Focused HR Policies

Management institutions must design and implement human resource policies that explicitly focus on retaining high-quality academic and administrative staff. Retention-oriented HR systems should address recruitment, induction, performance appraisal, compensation, grievance handling, and exit management. Transparent recruitment processes help attract employees who are aligned with institutional values. Structured onboarding ensures faster integration into academic culture, reducing early exits. Performance appraisal systems should emphasize developmental feedback rather than punitive assessments. Clear promotion pathways, academic incentives, and tenure-like systems can reinforce long-term commitment. Institutions should also conduct attrition-cause analysis through structured exit interviews and periodically refine HR policies. A strategic HR function aligned with institutional mission significantly lowers attrition and strengthens continuity of institutional deliverables.

2. Strengthen Employee Engagement

Employee engagement initiatives must be institutionalized rather than episodic. Engagement is fostered when employees feel emotionally connected to the institution, recognized for their contributions, and included in decision-making. Institutions should regularly involve faculty and staff in curriculum design, departmental planning, accreditation preparation, and student development initiatives. Engagement also requires open communication, recognition programs, and transparent leadership practices. Creating platforms such as faculty councils, innovation forums, and idea-sharing platforms helps reinforce belongingness. Highly engaged employees demonstrate higher discretionary effort, lower turnover intention, and greater commitment to institutional stakeholders such as students, industry partners, alumni, and society at large.

3. Offer Professional Development Opportunities

Continuous professional development is critical in academic environments where knowledge and pedagogy evolve rapidly. Institutions must design structured faculty development programs including workshops, research grants, conference participation, certifications, case-writing training, and exposure to industry projects. Support for doctoral and post-doctoral research, consultancy engagement, and publication incentives reinforces academic identity and institutional loyalty. Administrative staff should receive similar learning opportunities through leadership training, digitalization workshops, and process-improvement programs. When employees perceive career growth within the institution, attrition rates decrease significantly.

4. Create a Supportive Leadership Culture

Leadership plays a decisive role in shaping organizational commitment. A supportive leadership culture is characterized by fairness, trust, empathy, inclusiveness, and academic freedom. Leaders should practice participative management, encourage open dialogue, resolve conflicts constructively, and demonstrate respect for academic integrity. Supervisors must be trained in people-centric leadership skills such as coaching, mentoring, emotional intelligence, and communication. Transparent governance systems reduce uncertainty, while ethical leadership enhances institutional credibility. A psychologically safe climate enables innovation and reduces burnout.

5. Ensure Fair and Equitable Compensation

Compensation must reflect qualifications, workload, experience, and market benchmarks. Many attrition cases arise from compensation inequity rather than absolute salary level. Institutions should adopt structured salary frameworks, periodic pay reviews, and performance-linked incentives that reward excellence in teaching, research, administration,

and community outreach. Non-monetary benefits such as health insurance, research allowances, sabbaticals, housing support, and fee concessions for dependents further strengthen retention. Clear communication of compensation policies ensures transparency and trust.

6. Promote Work–Life Balance

Academic and administrative roles often involve extended working hours, emotional labour, and performance pressure. Work–life imbalance contributes to stress, burnout, and ultimately attrition. Institutions should adopt family-friendly and flexibility-oriented practices such as flexible scheduling, remote work (where applicable), workload rationalization, wellness programs, and counselling support. Reasonable teaching loads, research support structures, and adequate administrative staffing can significantly reduce strain.

7. Institutionalize Knowledge Management

High attrition results in the loss of institutional knowledge, teaching materials, networks, and administrative expertise. To reduce this impact, institutions should establish formal knowledge-management systems including shared repositories, digital learning objects, process documentation, succession planning, faculty handover notes, and standard operating procedures. Communities of practice and departmental knowledge sharing sessions allow experiential learning to be transferred effectively. This ensures continuity in course delivery, accreditation processes, industry collaborations, and administrative functioning. Institutionalizing knowledge management reduces dependency on individuals and protects institutional deliverables against attrition shocks.

8. Introduce Structured Mentoring Systems

Mentoring programs help new and mid-career employees integrate successfully into institutional culture and expectations. Senior faculty and administrators may be assigned as mentors to guide newly recruited staff on teaching methods, research planning, classroom management, curriculum development, and institutional processes. Mentoring enhances competence, confidence, and career clarity. It also supports psychosocial belongingness and reduces early career frustration one of the leading causes of attrition.

Conclusion

Employee attrition has a measurable and negative impact on institutional deliverables and stakeholder commitment within management institutions in Pune district. Reducing attrition and improving organizational commitment are essential for maintaining academic excellence, institutional credibility, and stakeholder trust. The study highlights the need for strategic HR policies, leadership support, and employee-centric practices to enhance retention and institutional sustainability.

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