

DECLARATION

I hereby declare that this thesis entitled “**EFFECT OF HR PRACTICES ON RETENTION OF TEACHERS IN THE PRIVATE SCHOOLS OF AGRA**” by **Mr. ANUBHAV SONY**, being submitted in fulfillment of the requirements for the Degree of Doctor of Philosophy in INSTITUTE OF BUSINESS MANAGEMENT under Faculty of Management and Commerce of Mangalayatan University, Beswan, Aligarh, during the academic year 2015-2018, is a Bonafide record of my original work carried out under guidance and supervision of **Dr. ANURAG SHAKYA, (Associate Prof.) H.O.D. – Department of Commerce, FMC** and has not been presented elsewhere.

Anubhav Sony
Registration No. 20141717

CERTIFICATE

This is to certify that this Thesis entitled “**EFFECT OF HR PRACTICES ON RETENTION OF TEACHERS IN THE PRIVATE SCHOOLS OF AGRA**” by **Mr. ANUBHAV SONY**, submitted in fulfillment of the requirement for the Degree of Doctor of Philosophy in **INSTITUTE OF BUSINESS MANAGEMENT** under Faculty of Management and Commerce of Mangalayatan University, Beswan, Aligarh, during the academic year 2015-2018, is a Bonafide record of work carried out under my guidance and supervision.

Dr. Anurag Shakya

H.O.D.

Department of Commerce

Faculty of Management and Commerce

Mangalayatan University, Beswan, Aligarh

Dated: 31 Dec 2018

ACKNOWLEDGEMENT

This thesis is an outcome of tiring efforts made by many people who came across during this research and I won't be able to mention all of them in this paragraph because the list is long and it will not be even practical. I am highly grateful to all of the individuals who has been the inspiration and encouragement in the alley of making this thesis a reality. Though, much as I do acknowledge and appreciate all, some of the milestones are mentioned here.

I would like to express my sincere gratitude to my Guide “**Dr. Anurag Shakya**” for giving me the opportunity to work in this area. It would never be possible for me to take this thesis to this level without his innovative ideas and his relentless support. I am also grateful to **Dr. Sidharth Jain** for encouraging me prepare the essence of this very theme. Henry Adam quotes “*A teacher affects eternity; He can never tell where his influence stops*”, even I was highly influenced by the teachers who have been teaching me thousands of things which has made this thesis a masterpiece. I was driven to pursue a doctoral degree after being inspired with the faculty members of IBM. In the course of preparation of this thesis, I am especially thankful to Vice Chancellor of Mangalayatan University **Prof. KVSM Krishna** for always boosting morale and enriching updates in the course of duration.

I want to extend a warm thanks to all Principals and teachers whom I personally met, those interactions have given me many new aspects to learn. The thesis contains a comprehensive work on a blend of Management & Education, for which I' am thanking **Dr. Rajiv Sharma, Dr. Saurabh Kumar and Dr. Ankur Kr. Agarwal** to enlighten me with the precious knowledge. Least, I would like to thank my Brother and my sister in law from the bottom of my heart for uninterruptedly allowing me to focus on my Ph.D. work only. They have been providing funds and all facilities to carry out the research work during the hard times when my family needed me the most.

Anubhav Sony
Registration No. 20141717

LIST OF PUBLICATIONS OUT OF THESIS

List of Published Papers

Sl. No.	Title of Paper	Name of Journal where published	No.	Volume & Issue	Year	Pages
1.	HR practices Prevailed in Private Sector schools in Agra	Interdisciplinary Journal of Contemporary Research	ISSN: 2393-8358	Vol-II Issue 3	2015	
2.	How students chose their subjects for senior secondary: A student advocacy report.	International Journal of Advanced Research	ISSN: 2320-5407	Vol-IV Issue 12	2016	

ABSTRACT

Any organization, without properly following the rules and principals of HRM is tend to face serious complications in order to manage regular functional activities of organization. For this very reason, the organizations are required to put extra efforts, time and money to settle a worthy HRM structure.

This thesis contains the driven results from investigation(s) on HR practices namely (i) Recruitment and Selection, (ii) Training and Development, (iii) Welfare Schemes, (iv) Motivation and (v) Appraisal Schemes while examining their effects on retention. This study has been carried out on thirty private secondary schools of Agra in respect of assessing the aforesaid impact on retention of teachers. It took Nine months for the researcher to come up with this topic of Interdisciplinary nature as he has strong innate desires of conducting research on teachers and ability to strengthen relationships with the private schools of Agra. Under this study the researcher has investigated the possible reasons that drive employees to switch from their current jobs over others due to management, leadership, compensation and/or in hunt for other career related decisions. The relevant literature has been assessed, collected and reviewed under the close supervision of research guide. The researcher has reviewed literatures focusing on the importance of retaining employees ranging from national and international borders and has uncovered possible gaps in same regard. within organizations in order to sweep profits because the exercises of recruitment and training exerts time and money which could have been saved if proper HR measures are taken in consideration. Five null hypotheses were framed which belong to selected factor(s) of the study and later on it was discovered that all hypothesis have been rejected signaling towards close relationship between deployment of HR practices in respect to employee retention among private school teachers. The study took place among Three Hundred Private school teachers from randomly chosen 30 private schools of Core Agra city. This Study contains the appropriate findings which were strained from the conclusions drawn by the researcher himself. The study recommends improvement in the Human Resource Management techniques and their follow up in the private schools being operated in the city of Agra for the benefit of not only school(s) themselves but altogether it aids in enhancing the performance of students and keeping the right candidate at right place with the harmony and peace during daily operations.

TABLE OF CONTENTS

Candidate's Declaration	i
Certificate of the Guide	ii
Acknowledgement	iii
List of Publications	iv
Abstract	v
Table of Contents	vi-viii
List of Tables	ix-xii
List of Figures	xiii-xv
List of Photographs	xvi
List of Abbreviations	xvii-xviii
1. Chapter 1: Introduction	01-28
1.01. Introduction	02
1.02. Various Philosophies of HRM	03
1.03. History of Human Resource Management	05
1.04. Features of Human Resource Management	07
1.05. Human Resource Management Practices	08
1.06. Employee Retention	24
1.07. Education in Agra	26
1.08. Private Schools of Agra	27
2. Chapter 2: Literature Review	29-44
2.1 Introduction	30
2.2 Literature reviewed	31
2.3 Summary of Literature review	41
2.4 Research Gaps	44

3. Chapter 3: Research Design/Methodology	45-57
3.01 Introduction	46
3.02 Statement of Research Study	46
3.03 Objectives	47
3.04. Hypothesis	47
3.05 Conceptual Definition	48
3.06 Operational Definitions	48
3.07 Scope of the research problem	49
3.08 Significance of the study	50
3.09 Research methods used for current Study	50
3.10 Population for the current study	61
3.11 Sample for the Current Study	52
3.12 Data Collection	52
3.13 Factors Considered in the research	53
3.14 Limitations	57
4. Chapter 4: Data Analysis	58-107
4.01 Prologue	59
4.02 Data Analysis and Interpretation	59
4.03 Segment A: Demographic Profiles	60
4.04 Segment B: Analysis of Questions	64
4.05 Hypothesis Testing Through Z-Test	105
4.06 Hypothesis Testing Through ANNOVA	107

5. Chapter 5: Summary of Results	108-113
5.01 Prologue	109
5.02 Summary	109
5.03 Results	110
6. Chapter 6: Conclusion and future scope	114-117
6.01 Conclusion	115
6.02 Further Scope of the study	116
7. References	118-122
8. Appendices	123+

LIST OF TABLES

Table	Name of table	Page number
1.01	The Intramural and Extramural Facilities offered by organizations	20
1.02	List of some Private Schools of Agra	28
3.01	Case Processing summary of Reliability test	54
3.02	Summary of Reliability test	54
3.03	Questionnaire mapping	56
4.01	Summary of Filled Questionnaire	60
4.02	Demographic profiles of the respondents	60
4.03	Interest of Respondents towards teaching	65
4.04	Possession of B.Ed. /M.Ed. degree.	66
4.05	Level of satisfaction in respect to contract\agreement with the employer	67
4.06	Use of more complex and professional strategy during recruitment and selection	68
4.07	Different career aims before being a teacher	69
4.08	Incompetency towards job requirements	70
4.09	Satisfaction level with the present organizational association	71

4.10	Relationship between salary and staff retention	72
4.11	Relationship between staffing decisions with Employee retention	73
4.12	Relationship between Training and Achievement of desired results	74
4.13	Pre-Preparation of lectures by teachers	75
4.14	Non-Disclosure and Not-Equipping of Teacher's Training & Pedagogy by present organization	76
4.15	Employee Appraisals who do their best	77
4.16	Endowment of Required skills by employees of present organization	78
4.17	Self-learning of Examination related prerequisites by teachers themselves	79
4.18	Facilitation of Inter-Organizational Learning	80
4.19	Participative Decision Making is not being used in present Organization	81
4.20	Deployment of training prior to follow-up of Job Description	82
4.21	Satisfaction regarding Next Senior's Behavior	83
4.22	Leader is a good listener	84
4.23	Adoption of Paternalistic Leadership Style by Next Senior?	85
4.24	Reflection of Fair and Non-Influential Judgement at workplace by the leader	86
4.25	Exploitative Behavior is being exert by the leader	87

4.26	Incorporation of suggestions during decision making in schools	88
4.27	Your boss continuously keeps in touch with employees in order to assess the information regarding school using formal and informal chains	89
4.28	Availability of satisfactory facilities at your common room/Staff room	90
4.29	Availability of Sanitation facilities in your organization	91
4.30	Availability of satisfactory Mess/Cafeteria facilities at workplace	92
4.31	Availability of satisfactory stock of Resources required in Emergencies	93
4.32	Recreational facilities exert pressure in retaining workforce	94
4.33	Relationship between improper leave rules and staff turnover	95
4.34	Relationship between More Security (Surveillance) and Job Satisfaction	96
4.35	Deployment of Motivational tools on duties performed	97
4.36	Availability of Opportunities for Self-Progression	98
4.37	Presence of positive difference between Motivational activities of other schools	99
4.38	Motivation instills sense of belongingness/loyalty with the organization	100
4.39	Relationship between compensation and leverage in delivery of best talents	101
4.40	Relationship with employee turnover traits with lack of management interactions	102

4.41	Relationship between employees' retention with the appraisal schemes	103
4.42	Host organization is failing retaining employees on basis of appraisals and motivation	104
4.43	Hypothesis testing through Z-Test	105
4.44	Hypothesis Testing using ANOVA	107

LIST OF FIGURES/GRAPHS

Figure	Name of Figure	Page number
4.01	Interest of respondents towards teaching	65
4.02	Possession of B.Ed. /M.Ed. degree	66
4.03	Level of satisfaction in respect to contract\agreement with the employer	67
4.04	Use of more complex and professional strategy during recruitment and selection	68
4.05	Different career aims before being a teacher	69
4.06	Finding yourself incompetent to the job requirements	70
4.07	Satisfaction level with the present organizational association	71
4.08	Relationship between salary and staff retention	72
4.09	Relationship between staffing decisions with Employee retention	73
4.10	Relationship between Training and Achievement of desired results	74
4.11	Pre-Preparation of lectures by teachers	75
4.12	Non-Disclosure and Not-Equipping of Teacher's Training & Pedagogy by present organization	76
4.13	Employee Appraisals who do their best	77
4.14	Endowment of Required skills by employees of present organization	78
4.15	Self-learning of Examination related prerequisites by teachers themselves	79
4.16	Facilitation of Inter-Organizational Learning	80

4.17	Participative Decision Making is not being used in present Organization	81
4.18	Deployment of training prior to follow-up of Job Description	82
4.19	Satisfaction regarding Next Senior's Behavior	83
4.20	Leader is a good listener	84
4.21	Adoption of Paternalistic Leadership Style by Next Senior	85
4.22	Reflection of Fair and Non-Influential Judgement at workplace by the leader	86
4.23	Exploitative Behavior is being exert by the leader	87
4.24	Did your suggestions are also incorporated while taking important decisions in school	88
4.25	Your boss continuously keeps in touch with employees in order to assess the information regarding school using formal and informal chains	89
4.26	Availability of satisfactory facilities at your common room/Staff room	90
4.27	Availability of Sanitation facilities in your organization	91
4.28	Availability of satisfactory Mess/Cafeteria facilities at workplace	92
4.29	Availability of satisfactory stock of Resources required in Emergencies	93
4.30	Recreational facilities exert pressure in retaining workforce	94
4.31	Relationship between improper leave rules and staff turnover	95
4.32	Relationship between More Security (Surveillance) and Job Satisfaction	96
4.33	Deployment of Motivational tools on duties performed	97
4.34	Availability of Opportunities for Self-Progression	98

4.35	Presence of positive difference between Motivational activities of other schools	99
4.36	Motivation instills sense of belongingness/loyalty with the organization	100
4.37	Relationship between compensation and leverage in delivery of best talents	101
4.38	Relationship with employee turnover traits with lack of management interactions	102
4.39	Relationship between employees' retention with the appraisal schemes	103
4.40	Host organization is failing retaining employees on basis of appraisals and motivation	104

LIST OF PHOTOGRAPHS

Photograph		Page No.
Photograph 1.01	Photograph of a private school in Agra	27

LIST OF ABBREVIATIONS

This table describes the significance of various abbreviations and acronyms used throughout the thesis. The page on which each one is defined or first used is also given.

Abbreviation	Meaning	Page
No		
HRM	Human Resource Management	02
HR	Human Resource	03
F.W.	Frederick Winslet Taylor	06
NCR	National Cash Registers	06
EDP	Employee Development Programs	14
U.P.	Uttar Pradesh	27
CBSE	Central Board for Secondary Education	27
ICSE	Indian Certificate of Secondary Education	27
NIOS	National School of Open Schooling	27
G.D.	Gayatri Devi Goenka	28
WA	Western Australia	33
SHRM	Strategic Human Resources Management	33
CAHRS	Center for Advanced Human Resource Studies	35
SSA	Sarv Siksha Abhiyan	38
DIET	District Institute of Educational and Training	38
SCERT	State Council of Educational Research and Training	38
IMPACT	Information Market Policy Actions	40

SPSS	Statistical Package for Social Sciences	51
B.ED	Bachelor of Education	66
M.ED	Masters of Education	66
ANOVA	Analysis of Variance	107