

Chapter – 5

SUMMARY OF RESULTS

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5.1. PROLOGUE

The Secondary schooling is an important stage among students lives where they learn desirable skills, get to know different attitudes and change in perceptions are promoted among children. Many students wish to be Engineers, Doctors, Teachers and others after getting motivated from the things they are reading (books) and from the people they are learning (teachers).

This section covers the brief summary and the deductions that have been made by the researcher for his study including the results he has found during the completion of his research. The study of the researcher was initiated with the key study regarding the impact of Human Resource Management Practices on the Retention of teachers in the private schools of Agra. In end, the possible recommendations and suggestions are also mentioned in respect to the relationship with current study.

5.2. SUMMARY

The current research study has tried to find out the effects of Human Resource Practices on the retention of teachers who are working in the private secondary schools of Agra City. The researcher has studied major five practices which are (i) Recruitment & Selection, (ii) Training & Development, (iii) Leadership styles, (iv) Appraisal Systems and (v) Welfare schemes. It was revealed that there is much effect of the Human Resource Practices on the retention of teachers. Secondary teachers feel offended when there is slight change in their compensation schemes on basis of the time and efforts they ae devoting for an organization. Apart from compensation, the behavior of bosses and need of training is found to be essential requirement which is not happening properly in the schools.

Apart from this, the results derived from various Statistical tools also cling towards the need of updated Human Resource Management to come in action for the betterment and upliftment of society as the performance of teachers somewhere affects their output which is the performance of the students in various examinations.

5.3. RESULTS

As per the part literature reviewed, the researcher seems to consider that uneven salary structures widely trigger employee switchovers. The researcher bears in mind that the dearth of competent employees makes the managers/employers compromises with less competent employees even on a higher salary which stimulates dissatisfaction among the existing employees.

Before writing in thesis, there are a number of results generated by the researcher which can be summarized as follows- As per the total aggregate responses of respondents as shown in figures shown above it gets very clear that there is a close association of the Recruitment and Selection patterns adopted by the school(s) in respect of teachers' association with that brand for a fair longer period of time. There were 17.7% teachers who were part of school(s) for over three years and 21.3 % teachers who were associated with the schools from more than 6 years determines that the institutes who are following a complex chain of recruitment and selection enjoys a more satisfied and loyal base of workforce who work for years in the service of their favorite brands. It further clearly states that the recruitment and selection strategies adopted by private schools of Agra does impacts positively on the retention of teachers. The schools who do not conduct this practice effectively often suffers from dissatisfied workforce who tends to switch to other competitive organizations or look for other businesses to associate themselves with.

There is positive correlated impact of teachers Training and development with retention of teachers in the private schools of Agra, because on asking number of questions related to training and development schemes offered by schools for the

teachers the results were at different story. It was revealed that teachers agree on the statement that training is essential to achieve goals, but hardly a good quality training programme is there to assist teachers to overcome on the job problems of the workforce. It stood clear that there is positive impact of teacher's training and development practices adopted by private secondary schools of Agra on the retention of teachers. And the responses collected from teachers revealed an interesting scenario that after joining schools they learn most of the things of day to day school operation by themselves with the help of colleagues over time. The researcher has identified that teachers find it difficult to look for career growth in their professions.

Leadership being the essence of any job environment remains the key of retention of employees in any firm. The study also proves the statement with fair good results. It was surprising to note that the teachers of selected private secondary schools of Agra find the leadership styles of their bosses in acceptable manner which in turn exerts no effect on their retention.

The results from data analysis show positive relationship between welfare schemes adopted by schools against retention of teachers. Teachers agreed on the point that recreational facilities like gyms or swimming pools make them to stick to their jobs for longer period of time. And as well the improper leave rules trigger them to switch their jobs more often. In the present world, where the school administrations are more aware about the importance of welfare measures and deployment of facilities to secondary teachers, it was found that welfare schemes adopted by private secondary schools of Agra had least importance on their retention.

The information on Welfare schemes collected from principals, it was revealed that various boards frame it clearly about the basic requirements for the schools in order to get affiliation done, hence all schools were found to have adequate basic facilities which in turn do not trigger employee switchover easily.

The study also confirms that there is huge significant impact on appraisal system used by private schools of Agra with the retention of teachers. As the respondents, themselves reviewed that there is significant relationship with appraisal schemes. The Principals and certain respondents have reviewed that in teaching profession there is entry for teachers at the post of Junior Teacher but that status stays for way long period and after years of hard work and dedication the status is changed to senior teacher. And this stays throughout their lives as compared to corporates where performance is evaluated annually and employees are appraised on grounds of salaries, status or awards. This keeps corporate employees motivated towards their jobs, but it is not happening in private schools. The school administrations state that they do provide appraisals in the form of monetary measures, but there are barely any provisions to appraise teachers on basis of their statuses for schools. It is Observed that the number of Females working in the private secondary schools are Agra are far more (202) in comparison of Males working (91) in the private secondary schools of Agra.

The higher percentage of single female educators were stated to be shifting to alternative teaching or non-teaching jobs because they were found to change their residences after marriages or were disappointed with their current workplace environments. It was revealed that the probability of teachers to switchover or depart current organization declines expressively after they continue to be in the schoolrooms (on their jobs) for four to five significant years.

The status of HR practices which are prevailed in private secondary schools of Agra is below average. As the results states and in accordance of the interviews conducted with principals, Improper and non-standardized recruitment and selection is made by majority of schools which are either small in operation or have insufficient flow of funds. Similarly, the status of Training and Development is being affected. As we have discussed in above points, teachers train themselves after entering into classrooms in accordance to the rules of school. They learn most of the things by themselves, hardly any other special efforts are made by the school administration to train them on or off the classrooms. On asking teachers they said

that 'Teachers don't wish to work for schools for a long where they don't find any further improvements in their job profiles like corporates do'. Private schools do have good facilities and amenities but they don't motivate or lead their workforce as much as it is required. The results reveal a very important aspect that private secondary school teacher's often feel to leave their jobs when their salaries get deducted because of non-availability or improperly rotated leave rules in organizations.

The factors which were identified as reasons behind teacher's switchover/turnover through research are listed as follows-

- i. Higher Job security
- ii. Child Bearing/Pregnancy
- iii. Better teaching assignments
- iv. Dissatisfaction for leave rules
- v. Opportunity to get better salaries
- vi. Dissatisfaction for opportunities for professional development
- vii. Rejection by schools themselves for being underperforming assets
- viii. Changed residence after marriage or shifting from one city to other
- ix. To attend University/College for professional and personal development
- x. Teaching job is looked as instant source of income, people do and move as soon as they get placed in corporates or the jobs of their interest.