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Changing Jobs: - Influencing Factors among Teachers in Private Schools of Ahmednagar, Maharashtra, India

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Abstract- Private School teachers are frequently changing their employment based on several motives, school factors (Internal environment in school) and external factors. The school factors are bifurcated with favorable monetary factors and non-monetary factors, unfavorable monetary factors and non-monetary factors. This study is made to test the influence of factors on the employment decisions of the teacher's .Five schools are considered to collect sample required to analyze, a detailed questionnaire is presented to the teachers, who are working in private schools, to show their tendencies with the factors having influence in job retention and resignation decisions. This study suggested that, future research will likely focus on greater understanding of personnel characteristics, such as emotion in defining job satisfaction among teachers and how teachers attitude influence school performance.

Keywords- Job retention, Resignation, Monetary factors, Non-Monetary factors, Personnel factors, Job motivation, Job satisfaction, work life balance

I. Introduction

The word is no longer what is used to be, it is changing day by day and the environment in academics is also changing with it. Increasing employee turnover is one among the evergreen problems posing in private schools .School management invest a lot on their teachers in terms of induction and training and development, maintaining and restructuring them in their schools.. Often teachers are shifting their employment to wherever possible with the lot of motives .Motives are numerous and different from one person to another .Motives implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills

but may have no will to work. Few teachers expect monetary benefits and few expect non-monetary benefits. The teachers no way waste their time to stay in the school. If the benefits are meeting their expectations, they will settle without any limit in the school. There are large no of factors having influence on the job retention and resignation decisions .It is a big challenge to sourcing, hiring and retaining. Self-motivated and talented teachers are the responsibility of school management. Getting and keeping good teachers demand focused. Formal and informal policies and procedures make retention a prime management outcome.

All organizational success and development rest on its people. Human resource management plays a vital role as organizations come to meet varied challenges confronting them. The globalization and technology has prompted human resource management to redefine strategies to make it more responsible to the changing times. In human resource management there is a need to consider ‘Human Capital’ “Human capital theory suggest that individuals and society derive economic benefits from investments in people. (Zula and Chermack, 2007) With the rise of private education schools in our country today, competition is becoming very much apparent. In order to survive and succeed, this school management should make full use of its “human Capital” means “Teachers”

The opportunity to select, train and develop human resources cannot be taken for granted in the private schools also. They should then develop strategies such as selecting the right people, building competencies, providing training, evaluating progress and building positive working relationship .School management must establish distinct retention processes and program me within all levels of management as well as regarding all teaching and non-teaching staff. After finding the right people. It is management’s primary role to take responsibility for the success of their employees including leading teachers towards performance goal and targets .Private schools is composed of teaching and non-teaching personnel. The teaching personnel are those who are formally engaged in actual teaching assignments. The non-teaching personnel are those who perform administrative work and maintenance of school .Private schools need to have human resource management practices according to changing times. Such alignments will help these schools to motivate the teachers enable them to deliver effective work outputs which will result to productivity, and retention .The focus of this research paper is on job retention and resignation decision of the teachers , because it’s a teachers attitude that is most often related to schools. Monetary and non-monetary factors, personal factors of teachers, have been studied as well, although they have similar relationships to outcomes as job retention and resignation.

II. Background of the Study

With increasing globalization of economy, the marketplace has become increasingly complex, highly uncertain, competitive and transformational. What makes the ultimate difference is whether school management is able to develop and establish competitive differentiation or not. School management are required to adopt proactive development program towards the attainment of objectives by nurturing a development oriented culture in school (among teachers

and non-teaching staff too) at the school level the goal of management is normally to have competent and motivated people to ensure higher levels of productivity, profitability and growth of the school. They use many mechanisms to achieve goals since without competent and committed employees, school management can achieve very little even if they have excellent resources base. Teachers are the real assets of school. School management depends on teachers for their survival and growth. But there are various factors that prompt teachers from one school to another school. Globalization and too much of competition have created a sense of discomfort and lack of loyalty to school. Now a days lots of private schools are coming in to existence, parents also become very much choosy regarding their words education and they get good options too. Parents are ready to invest lots of money for their children's future. So never has been critical to organize school teacher retention programs before high turnover takes hold and strongly impacts on the target of school. For this school management need to have mind an appropriate level of attrition by setting benchmarks against similar schools. Like school management can work on satisfactory approach of teachers. When a teacher comes to work, brings with him or her his or her total personality, his attitudes, likes and dislikes, his personal characteristics and these in turn, influence the satisfaction he derives from his work. As work is one of the necessary aspects of the total life experience of an individual, it becomes important to examine how his personal characteristics influence his job. In this study the focus can be given to study the school specific monetary and non-monetary factors influence on employment decisions are studied along with personal factors of teachers.

III. Review of Literature

In order to present the theoretical and methodological rationale for this study, human resource management practices, their outcomes, and impact of human resource management practices on school performance. There is lot of research available regarding HRM practices but generally fall under the domain of corporate industries. Very few references are available related to educational management. (Bluedorn, 1982, Kaliath and Beck, 2001, Kramer, 1995) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intention to quit. Employees have a strong need to be informed. Organizations with strong communication system enjoyed lower turnover of staff (Labov, 1997) Employees feel comfortable to stay longer in positions where they are involved in some level of the decision making process.

Lee (2005) mentioned that to gain a competitive edge in the teacher recruitment process it is important to, reduce the bureaucracy of the selection process, make sure that there is one contact person who can knowledgeably answer applicant's questions about all aspects of the hiring process, including position openings, requirements, selection process timing, etc. Follow up with applicants at each stage of the process to let them know where they stand and to inform them of next steps and timings, personalized all communications, make sure everyone from the office staff to human resources to the administrators who come in to contact with applicants treat

applicants in a professional and courteous manner, make applicants feel that they are important and everyone's first priority, give full attention to the applicant in interviews, plan and organize each event or recruitment activity, train interviewers and everyone who comes in to contact with candidates so that they understand their critical roles in selecting candidates and lastly recognize all staff that participate in the selection process..

George Williams (1991) study of perceptions of employees in rendering job found that relationships with nonprofessional jobs staff was a source of great satisfaction among professional employees, suggesting either the existence of a less classic system than MNCs or that professional employees are unaware that many professionals feel depressed. Both found that job satisfaction of professional employees was high.

IV. Objectives of the Study

- To understand and evaluate the favorable and unfavorable monetary factors which exist in job retention and resignation decisions of teachers of private schools.
- To study the influence of personal factors of teachers on job retention and recognition decisions of teachers of private schools.
- To identify the human resource management challenges encountered in the implementation of human resource management practices as perceived by teachers of private schools.

V. Research Methodology

100 Teachers, who are working in the private schools in Ahmednager district, were randomly selected. Those teachers are working in Sent Michel. Indus, Delhi Public school, Pandit Nehru Hindi vidyalaya, Central school of Ahmednager District. The sample selection and data collected through questionnaire. It consisted of three major sections; the first one is related to benchmarking of teachers, their educational and other qualifications, experience and other achievements. The second section consisted of personal factors of teachers affecting employment decisions. The third section consisted of various school related monetary and non-monetary factors affecting job retention and resignation.

- Interview Method- The separate meetings are arranged with private school management to collect the information about the work culture and monetary and non-monetary benefits.
- Observation Method- The researcher observed the work culture of selected schools.

Secondary Data- It is collected through the by laws of the schools. The sources of secondary data are

- School websites.
- Books, Journals Texts and research papers.
- Internet.

Monetary Benefits- These are the important factors considered when taking job retention decisions.

1. Basic Pay.
2. Increment.
3. Pension Provider Fund.
4. Adequate Allowance.
5. Gratuity.
6. Leave Travel

Non-Monetary Benefits-

1. Career Growth.
2. Designation and Power.
3. Recognition and Reward
4. Less Work Pressure.
5. Good work culture.
6. Superior Relationship
7. Safety and Welfare
8. Ethics and Values.
9. Transfer to home town.

Personal Factors on Job retention and Resignation Decisions.

1. Family care
2. Spouse employment.
3. Education of kids.
4. Suitability
5. Lack of specialized company.
6. Friendship purpose.
7. Further study
8. Fear to change.

Hypothesis 1:- Healthy work culture improves Teachers professional and personal life.

For this hypothesis following constituents are considered

V1 : Workgroup

V2 : Work Life Balance

V3 : Encouragement

Variable	V1	V2	V3
Average Percent Score	73.59	74.53	72.28
Weight	9/25	11/25	5/25

Weighted Average Percent Score = 73.74 Weighted SD =0.84

The researcher set a threshold value of 70 percent to consider the impact to be significant.

For the t-test;

H0: $\mu =70$ v/s HA: $\mu >70$

Calculated value of t= 3.63 Critical value of t at 5 % l.o.s =2.92

Since Calculated value of t > Critical value of t at 5 % l.o.s they hypothesis “Healthy work culture improves teachers’ professional and personal life” is **accepted**.

Hypothesis 2:- Monetary and non-monetary benefits have direct impact on teachers’ performance.

For this hypothesis following constituents are considered

V1: Infrastructure

V2: Monetary Benefits.

V3: Non-Monetary Benefits

Variable	V1	V2	V3
Average Percent Score	76.43	66.83	73.77
Weight	10/42	17/42	15/42

Weighted Average Percent Score = 71.59 Weighted SD =4.41

The researcher set a thresh hold value of 70 percent to consider the impact to be significant.

For the t-test;

H₀: $\mu = 70$ v/s H_A: $\mu > 70$

Calculated value of t= 0.82

Critical value of t at 5 % l.o.s =2.92

Since Calculated value of t < Critical value of t at 5 % l.o.s they hypothesis “Monetary and non-monetary benefits have direct impact on teachers performance.

Findings-High basic pay is the most important factor teachers considered when taking job retention or alteration decisions.80% of the respondents took this factor in to account while quitting the job.

- 75% teacher respondents shown their preference in payment of gratuity.
- Career growth is non-monetary factor which has a big influence in job retention and resignation decisions. It is agreed by 80% of respondents and their extension of employment tenure is based on the career growth opportunity.
- 92% teachers agreed that job resignation is taking place because of inadequate job security and low designation.
- Recognition and less work pressure have been placed by 70% of teachers.
- Family care plays a crucial role

VI. Conclusions

It is important that both the management of private schools and teachers know what they want to get out of the job. However unfamiliar to most school management the trustees engaged in the panel, retaining good teachers ideally begins during recruitment is differentiating candidates who do well in interviews and candidates who will do well in the actual positions. Often they can be mutually exclusive. Management of school should strictly implement recruitment procedure, and interviews should be conducted without any personal fevers. If teachers handling is not up to the management level, the teachers are not interested to continue their service in the school. Monetary benefits are directly related with their livelihood. If there is increase in salary, increment, it will create a positive wave among the teachers. Job cutting is low at the time of giving big monetary benefits to the teachers. Non-monetary benefits like promotion, job security and designation etc. are another source to retain the teachers in school. Apart from this there is large number of personal factors having influence on the employment alteration decisions. If school management spends quality time, energy and focus to create good teacher profile then it became much easier to source qualified candidates who will successfully fill the position.

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