



UTTARAKHAND OPEN UNIVERSITY,  
HALDWANI, NAINITAL

The report should be sent (in the sealed envelope) to the Exam Controller, Uttarakhand Open University,  
Teen pani Bypass Road, Haldwani (Nainital) -263139.

DATE: 9/11/24.

UOU/Research/Mang. /

PROFORMA FOR THE WRITING Ph. D. THESIS REPORT

UDIT HUMAR PANDEY

- 1- Name of the Candidate ....., Registration No. ....12025061
- 2- Subject: .M.A.N.A.G.E.M.E.N.T
- 3- Name of the Doctorate Degree: Ph. D. in management
- 4- Title of thesis : topic *Impact of Organizational Environment on Teachers' Retention*  
A Comparative Study of Public and Private Professional Higher Education Institutions of Uttarakhand
5. Name of the examiner with full postal address: .Prof. Nageshwar Rao, VC, IGI, NOU, New Delhi-69

Note – Under the ordinance relating to Doctorate Degree a thesis shall comply with the following conditions and the examiners are requested that in case they approve of a thesis for the degree, is should be definitely mentioned in the report that the thesis complies with these requirements.

- (a) It must be a piece of research work characterized either by the discovery of facts or by a fresh approach towards the interpretation of facts or theories. In either case it should evince the candidate's capacity for critical examination and sound judgment.
- (b) It shall be satisfactory in point of language and presentation of subject matter. The examiners will also indicate whether the thesis is suitable for publication in its present form with or without amendments.

**IMPORTANT**

The Examiner is requested to recommend definitely weather.

- (a) The candidate is admitted to the degree. ✓
- Or
- (b) ~~The candidate should improve and resubmit the thesis.~~
- Or
- (c) ~~The thesis should be rejected.~~

**REPORT**

Dated 9/11/24.

(If necessary blank sheets may be added to complete the report)

*Nageshwar Rao*  
.....  
(Signature of the Examiner)  
Prof. Nageshwar Rao  
कुलपति / Vice-Chancellor  
इंदिरा गांधी, राष्ट्रीय मुक्त विश्वविद्यालय  
Indira Gandhi National Open University  
बनारस रोड, मैदान गढ़ी, नयी दिल्ली-201 304

## EXAMINER'S REPORT

I have gone through the Ph.D work titled "**Impact of Organizational Environment on Teacher's Retention: A Comparative Study of Public and Private Professional Higher Education Institutions of Uttarakhand**" submitted by Udit Kumar Pandey to the Department of Management Studies, Uttarakhand Open University, Haldwani, Nainital.

The work is divided into five chapters. The study primarily aims to identify and examine the environmental factors with reference to retention of professional teachers. Comprehensive literature review has been made to identify the research gap. With reference to comparison in public and private sector universities of Uttarakhand. Hypotheses were formulated and tested. The study is descriptive by nature. The Uttarakhand region is geographically divided into two district areas: Garhwal and Kumaun.

A questionnaire was developed. Following a pilot study, the questionnaire was modified and data collection was executed through Google forms. 400 responses were considered for the study of primary data collection through questionnaire. Five point Likert scale was used in the responses.

The data collection was made by keeping in mind the demographic profile of respondents like age, gender, marital status, types of university, qualification, nature of job, work experience etc.

Data analysis has been done by using multiple liner regression and Mann-Whitney U test. Statistical analysis has given useful insights from the study. The suggestions and practical references are useful. The work is supported by useful bibliography. Researcher has also identified the areas of further study.

The literary presentation is satisfactory. On the basis of the above, I recommend the award of Ph.D Degree to Mr. Udit Kumar Pandey subject to satisfactory viva-voce. I also opine that the thesis is substantially suitable for publication.

*Nageshwar Rao*  
(Prof. Nageshwar Rao)

आचार्य नगेश्वर राव  
Prof. Nageshwar Rao  
कुलपति / Vice-Chancellor  
हि.वि.सं. उत्तराखण्ड मुक्त विश्वविद्यालय  
India, Garhwal, Haldwani, Uttarakhand



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UOU/Research/Management Studies /2023/01

DATE: 08/11/2023

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**PROFORMA FOR THE WRITING Ph. D. THESIS REPORT**

- 1- Name of the Candidate Mr Udit Kumar Pandey, Registration No. 12025061”.
- 2- Subject: **Management Studies**
- 3- Name of the Doctorate Degree: Ph. D.
- 4- Title of thesis : topic **Impact of Organizational Environment on Teacher’s Retention : A Comparative Study of Public and Private Professional Higher Education Institution of Uttarakhand**
5. Name of the examiner with full postal address: *Prof. H.C. Purohit, P.O. Defense Colony Mothrowala Road, Kedarpur, Dehradun- 248001 Uttarakhand.*

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Or
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**REPORT**

Dated .....

(If necessary blank sheets may be added to complete the report)

.....  
(Signature of the Examiner)

**Dean**  
**School of Management**  
**Doon University**  
**Dehradun**

## Report

The thesis, "Impact of Organizational Environment on Teacher's Retention: A Comparative Study of public and private professional higher education institutions of Uttarakhand" is structured into five chapters, each contributing distinct elements to the overall research.


In the opening section, the thesis initiates by presenting an extensive overview of Higher Education and institutes, exploring the role of teachers within higher education institutes, and examining factors and costs associated with teacher turnover. This chapter also delves into a detailed examination of critical constructs central to the study, specifically focusing on teacher turnover and its determining variables within the organizational environment.

The second chapter is devoted to an exhaustive literature review, encompassing approximately 62 studies on the internal organizational environment and its dimensions – HR Policies and practices, Work environment, employee health, and experience, Institution infrastructure, leadership and administrative support, Student discipline, Motivation, and Workload. Additionally, it incorporates four studies on external organizational environment factors – Institution reputation, competition and regional education level, Institution location, Opportunities for spouses and conveyance, and Economic development of region and 23 studies concentrated on teacher's retention in HEI.

The third chapter elucidates the research methodology employed in the study, providing insight into the rationale behind the research, defined objectives, hypotheses, research design, data collection methods, data sources, geographical scope, and intricacies of the sampling design and size. Moreover, it offers detailed information about the data collection instruments and specific data analysis techniques used, along with introducing the hypotheses formulated for the study.

Chapter four focuses on data analysis, commencing with a demographic analysis and providing a descriptive analysis of all study variables. The chapter discusses the development and validation of the scale used to collect information to ensure the objectivity of the thesis. Additionally, it includes multiple regression analysis to understand the impact of internal organizational environmental factors and external organizational environment factors on teacher turnover. The Mann Whitney U test is also performed to compare teacher retention scores between public and private universities in Uttarakhand. The fifth and concluding chapter encapsulates the findings, suggestions, and conclusions of the study. Most results align with the proposed hypotheses and previous research, and the chapter also emphasizes implications for governmental bodies, private institutes, and Higher Education Institute (HEI) teachers. It acknowledges study limitations and explores avenues for future research.

Hence, I recommend Mr. Udit Kumar Pandey be awarded a Ph. D. degree in Management and I wish him a very bright successful and happy career ahead.

  
18/12/23  
Prof. H C Purohit  
Professor and Dean,  
School of Management  
Doon University, Dehradun-248001

**Dean**  
**School of Management**  
**Doon University**  
**Dehradun**