



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

A Study On Factors Affecting Retention Of Teaching Staff In International Schools Of Hyderabad

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Abstract

This study examines the retention of teaching staff in international schools situated in Hyderabad, India. The retention of teaching staff is crucial for ensuring the continuity of quality education in the international curriculum and the overall success of these institutions. The research investigates factors influencing teacher attrition. The research analyses various aspects such as job satisfaction, compensation, professional development opportunities, and organizational culture. It underscores the importance of prioritizing staff retention efforts in international schools. By comprehensively understanding the multifaceted factors influencing retention, educational institutions can create a supportive and engaging work environment that attracts and retains talented educators. This includes actively working to create a culture that values and appreciates the contributions of teachers. The study aims to find and recommend strategies and practices to retain teachers of this educational context. It includes collecting primary data through a structured questionnaire, from teachers working in International Schools of Hyderabad and analyzing the data using descriptive statistics, correlation and factor analysis tools. The final recommendations may help the international schools to improve their teacher retention rates and work towards developing better policies for the same.

Keywords: Teacher Attrition, International Schools, Retention of Teachers, Educational institutions, School Teachers

I. INTRODUCTION

Employee retention in the educational sector requires a comprehensive approach that addresses both the unique challenges and opportunities within the field. Teacher retention refers to the ability of a school or educational institution to retain its teachers over a long period of time.

Teaching staff retention is an aspect of maintaining educational excellence in schools. It is essential to find out the factors which do not contribute to the retention of employees in the educational sector. It involves major five aspects like: Compensation, support, relationship, environment and growth.

Teacher retention is a vital factor that directly impacts the stability and success of any educational institution. When experienced and passionate educators choose to stay with a school

for a long period, it cultivates a sense of, continuity and shared purpose. Continuity in teaching staff allows for the development of strong relationships with students, resulting in enhanced learning experience. By prioritizing factors such as job satisfaction, supportive leadership educational institutions can create an environment where educators feel valued, motivated and committed to the long-term success of the institution.

There can be numerous factors to attract teachers to join a school but unless the school puts in efforts to retain the hired teachers, it becomes challenging to meet academic and curricular deadlines and take the school towards success. Especially in International

schools where teachers are expected to be specially trained in the international curriculum and the availability of such teachers is low, it is necessary to ensure retention of teachers.

Retaining staff in international schools is a complex process influenced by various factors. It involves addressing unique challenges associated with the international education context. International schools often attract a diverse pool of educators who may have different expectations and face distinct challenges. International schools often have diverse student populations and teachers may come from different cultural backgrounds. Cultural integration can positively impact retention. Professional growth and development opportunities are essential for teacher satisfaction and retention. By addressing cultural integration, providing competitive compensation and fostering a supportive and inclusive community, international schools can create an environment where educators feel committed to the school's global educational mission.

This study signifies the increasing importance of employee retention in international schools. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed, by having policies and practices in place that address their diverse needs. A strong retention strategy, therefore, becomes a powerful recruitment tool.

II. OBJECTIVES OF THE STUDY

- A. To study the factors affecting retention of teaching staff in international schools.
- B. To find a correlation between factors of retention and determinants of attrition.
- C. To provide recommendations to improve teaching staff retention.

III. RESEARCH METHODOLOGY

- The Primary data was collected through a structured questionnaire with 20 closed-ended questions, 1 open-ended question and 3 demographic questions. The questionnaire was administered to 54 teachers in multiple international schools of Hyderabad.
- The research tools used in the study are descriptive statistics, correlation and Factor analysis in SPSS for analyzing the primary data collected.

IV. LIETRATURE REVIEW

Dr. Ruchi, Dr. Vinay Pratap Singh (2017) Based on the study, recommendations can be made about unambiguous academic support, which will eventually foster academic development and the retention of important academic personnel. In this way, academic advancement will be guided by the academic leader acting as a mentor. Enhancing working conditions through position advancement and pay increases can increase job satisfaction. The study makes these recommendations for action plans for quality management education that are structured on the abilities and excellence of teachers. Employee retention is important because it addresses organizational concerns like lost knowledge, insecure employees, expensive candidate searches, and training time and expense. Therefore, losing a valuable employee comes at a high cost to the company. Workers want to know that their employers value them and that they are receiving fair treatment. For any firm to succeed and remain healthy over the long run, key personnel retention is essential. It's common knowledge that keeping your top talent means happy subordinates and coworkers.

Dr. D. Madan Mohan (JMRA) (2018) Teachers play an increasingly important role in shaping society and enacting significant shifts in the nation's development. Perhaps the largest difficulty facing educational institutions is keeping talented faculty members motivated. As a result, the study has attempted to highlight faculty retention as a significant human resources concern. The purpose of this essay is to investigate the factors that contribute to the high staff turnover rate in the education sector. This essay investigates employee retention in the field of education. Secondly, data served as the study's foundation. For any firm, retaining its top performers is essential because they are known for and connected to the educators they employ. The creation of appropriate job-context, role-context,

culture and environment, salary, faculty development programs, and—above all rise above organizational politics are all necessary for creating a strong retention plan. To inspire faculty members, institutions should offer opportunities for professional development.

Tori L Colson (2018) This study examined how strategic teacher remuneration affected the retention of educators under a plan that required voluntary involvement, with a focus on instructors of high school languages, math, science, and special education who are difficult to staff. In order to ascertain whether the retention rates of highly effective teachers that were observed to differ significantly from those of highly effective teachers that chose to continue receiving compensation according to the conventional salary schedule. The new strategic pay plan and the retention of highly competent teachers who choose to continue receiving compensation according to the conventional salary schedule did not differ much, according to the study.

The study says that how teachers are paid needs to be looked at again. Right now, there aren't many different ways of paying teachers that have been studied, and the idea of giving teachers extra money based on their performance is not very common and is seen as something people believe in but hasn't been proven to work well yet (Gratz, 2011). But there's hope because Chetty and others (2011) found that certain policies, like using measures that show how much students have improved because of their teachers, are making teaching better. The people who support these ideas believe that changing how teachers are paid and giving them more training can help communities a lot in the future. So, they're asking schools and their leaders to think about creating better ways to pay teachers and keep the really good ones around.

Preethi Kumar M (2018) An effective retention plan turns into a useful instrument for achievement. Retaining top talent is critical to any organization's long-term performance and well-being. It is an indisputable fact that having your top employees on staff guarantees excellent customer pleasure, great product sales, contented coworkers and honest employees, successful succession planning, and deeply ingrained organizational knowledge and learning. Employee retention is important because it addresses institutional problems including lost knowledge, an insecure workforce, training for time management and investment, and qualitative candidate searching. Therefore, it could be costly for an Institute to fail to keep important

employees from leaving. Retaining talented employees was viewed

negligibly in the Indian context, here is no shortage of opportunities for the most effective within the organization. Retaining key personnel and dealing with attrition issues were never so important to organizations.

The study focuses on staff retention, which refers to an organization's ability to reduce the turnover rate, meaning the number of people leaving their jobs, whether voluntarily or involuntarily. The key idea is that increasing job retention has a direct positive impact on a business's performance and overall success. The study emphasizes that effective staff retention is not just a random effort but should be a systematic approach adopted by employers.

This involves creating an environment that encourages existing staff to stay with the organization. To achieve this, the study suggests the implementation of specific policies and honest practices that align with the desires and needs of the employees. In essence, the research emphasizes the strategic importance of retaining valuable employees and the need for intentional and systematic efforts by employers to create a work environment that fosters staff loyalty and reduces turnover.

Sangita Gordhe (2019) This perspective emphasizes that the key to successful employee retention lies in effective people management rather than merely focusing on retention as a separate task. The study underscores the idea that when organizations excel in managing their people, addressing their needs, fostering a positive work culture, and providing growth opportunities, employee retention naturally follows.

This study demonstrates the growing relevance of employee retention in the workplace. It explains why there is such a high turnover rate and how much money this conduct costs the organization. This study briefly addresses the many areas where employee retention techniques are implemented, such as work environment, work culture, pay negotiation, compensation management, incentives and recognition, leadership, and employee-management relationships. As a result, the firm may promote particular practices that encourage employees to work well while also retaining them in the organization by introducing various welfare measures and retention methods. It can be

summed up as follows: "If you truly respect, appreciate and treat employees wonderfully, you will never lose them"!

Dion M. Kotze, Johleen Mouton & Others (2019)

A combination of teacher retention and new teacher training is required to meet the need for outstanding educators. After all, most educators are passionate about education and thrive on the concept that their everyday encounters with students are molding the future. They like teaching and working with children and want to make a bigger difference in their specific schools, clusters, districts, provinces, and on a national scale. Keeping these high-quality instructors requires school management teams to develop retention-focused measures. The survey found that work happiness, remuneration, recognition, and growth are essential to the educators who participated in the study. Employee turnover is consistently inversely associated with job satisfaction. The most essential factor was discovered as job satisfaction, which was linked to engagement with learners. Interviewees expressed overall positive job satisfaction, believing that their own work is valuable or that something worthwhile is produced on the job (Cappelli, 2000; Chingos & West, 2011; Munish & Agarwal, 2017).

The study can be beneficial for private educational institutions. It highlights the potential assistance the study can provide in helping these institutions realize the significance of developing a comprehensive strategy for talent management and retention. Such a strategy could have a positive impact on the overall performance of the institution across various aspects. By understanding and implementing these strategies, private educational institutions can enhance their ability to provide better services to their clients or students. In essence, the study offers insights into the importance of managing and retaining talented individuals within the institution, emphasizing how this can lead to improved performance at all levels and contribute to better client services.

Tray Geiger & Margarita (2018) Teacher attrition is a significant factor contributing to the shortage of effective educators both globally and within the United States. Common reasons for teachers leaving the profession worldwide include inadequate salaries, the quality of teacher preparation programs, heavy workloads, and unfavorable working conditions. This study examined three years of teacher retention data from public schools in Arizona, along with survey data assessing working conditions, to explore the relationship between attrition patterns, perceived working conditions of the school, and school characteristics. By comparing attrition rates across schools with varying student demographic compositions, we sought to understand how working conditions influence teacher retention.

Our findings indicate that schools where teachers reported more satisfactory working conditions experienced lower attrition rates, even in schools with higher proportions of low-income and minority students. These results suggest that working conditions play a crucial role in the connection between school demographics and teacher turnover. We identified trends in teacher retention rates based on school demographics and discussed the implications for policy.

V. DATA ANALYSIS AND INTERPRETATION

A. TABLE 1: FACTOR ANALYSIS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.788	
Bartlett's Test of Sphericity	Approx. Chi-Square	487.209
	Df	171
	Sig.	0.000

Table 1 shows the results of a statistical test called Bartlett's test and a measure called the Kaiser-Meyer-Olkin (KMO) test. These tests are used to assess the suitability of data for factor analysis, a statistical technique used to identify underlying factors that explain patterns in a set of variables. In this case, the KMO value of 788 suggests good sampling adequacy and Bartlett's test statistic (487.209) and its significance level (Sig. 000).

B. COMPONENT MATRIX

Results of the Factor Analysis conducted on a set of survey questions related to various aspects of teacher satisfaction, commitment, and retention within an international school context. The components are derived from the original variables based on the patterns of correlations between them. Each component represents a combination of variables that are strongly correlated with each other. The values in the component matrix indicate the strength of correlation between each survey question and each component.

Component 1: School Culture and Climate: The analysis identifies a significant factor termed "School Culture and Climate," with a strength of 0.76. It encompasses elements like supportive leadership (0.76), recognition (0.72), effective communication (0.71), and belongingness (0.70). This highlights the importance of fostering a positive work environment for teacher satisfaction and

retention, ultimately contributing to the school's success.

Component 2: Teacher Motivation and Retention: The data analysis reveals correlations between specific survey questions and the broader construct of teacher satisfaction and retention in an international school setting. A positive correlation of 0.540 between satisfaction with one's current designation and overall perceptions of the school environment. Similarly, the correlation of 0.597 between the influence of the compensation structure on motivation and commitment underscores the importance of fair and motivating compensation in fostering teacher satisfaction and commitment to their roles, potentially contributing to higher retention rates. Conversely, the negative correlation of -0.684 regarding beliefs about the positive impact of school culture and community on teacher retention indicates that those who perceive a weaker connection between school culture and retention may have lower levels of satisfaction or commitment, possibly leading to higher turnover.

Component 3: Career growth and Development: The component analysis suggests a moderate correlation (0.527) between the likelihood of teachers staying in their current teaching positions and the opportunities for career growth and development within their institution. This correlation indicates that teachers who perceive greater opportunities for career advancement and professional development in their current institution are more likely to express intentions to stay in their teaching positions. This factor plays a significant role in their decision-making regarding job retention.

Overall, the Factor Analysis results emphasize the importance of leadership effectiveness, supportive work environments, sense of belongingness, and positive school culture in influencing teacher satisfaction, commitment, and retention within an International school setting.

C. TABLE 2: CORRELATION BETWEEN FACTORS OF RETENTION AND DETERMINANTS OF ATTRITION

CORRELATIONS			
		Factors of Retention	Determinants of Attrition
Factors of Retention	Pearson Correlation	1	.663**
	Sig. (2-tailed)		0.000
	N	54	54
Determinants of Attrition	Pearson Correlation	.663**	
	Sig. (2-tailed)	0.000	
	N	54	54
**. Correlation is significant at the 0.01 level (2-tailed).			

The data in Table 2 shows a table of statistical correlations between "Factors of Retention" and "Determinants of Attrition". The table includes Pearson correlation coefficients, significance levels (Sig. (2-tailed)), and the number of observations (N). The table displays a **strong positive correlation (Pearson correlation = .663, $p < .001$)** between factors that promote retention and determinants of attrition, based on a sample size of 54. This means that as the factors contributing to retention increase, also the determinants of attrition will depict the impact with high statistical significance.

D. FINDINGS FROM DESCRIPTIVE STATISTICS

- The survey had significantly more female respondents than male respondents, indicating a notable female teaching staff than males.
- The survey attracted responses from a range of age groups, with an observed focus on individuals aged 25 to 44, while participation from younger and older respondents was comparatively lower.
- The survey reflects varied employment tenures, with a focus on mid-term employees (4-6 years) and newer staff members (less than 1 year).

- A moderately high level of satisfaction among participants with their current designation, with some variability in satisfaction levels, is observed among the respondents.
- The results suggest that most teachers are inclined to stay in their jobs due to the perceived opportunities for career growth at their school, with some variation in responses observed.
- A general positive view is seen among the participants regarding the impact of the compensation structure on their motivation and commitment, with some variation in responses noted.
- Most participants have a positive perception of their school's work environment, although there are some differences in individual views.
- The majority of respondents feel they fit well into the cultural environment of the International School, with little variability in their perceptions.
- The respondents view the collaboration and teamwork among the teaching staff favorably, indicating a shared perspective among them.
- Most of the respondents feel supported in implementing innovative teaching methods and strategies, with some diversity in opinions.
- The majority of respondents feel a strong sense of belongingness to their organization, despite some diversity in opinions among them.
- The results indicate that most respondents feel satisfied with their workplace interactions, showing consistency in their perspectives.
- The analysis suggests that respondents hold diverse views on the provision of annual rewards and recognition within their institution, with some feeling adequately rewarded while others do not.
- The data suggests that while some individuals may feel their feedback is adequately considered by the school administration, others may have different experiences, indicating varied opinions among respondents.
- The opinions among respondents regarding the effectiveness of communication between staff and the school administration, with some perceiving it as satisfactory while others may have different perspectives.
- The data reveals that some respondents are aware of a formal employee retention

strategy within their organization, while others may have less knowledge about it.

- Most people think the leadership and management of the organization are doing a good job.
- The results show that there is moderate teacher involvement in decision-making at the international school, with opinions varying among respondents.

VI. CONCLUSIONS

Due to careful planning of the survey questions and an equally careful selection of the respondents, it was possible for the understanding of the study on the retention of teaching staff in international schools of Hyderabad which provided valuable insights into the complex dynamics influencing teacher retention within this educational context. Through an exploration of various factors such as job satisfaction, career growth opportunities, organizational support, and workplace culture, the study illuminates the multifaceted nature of teacher retention challenges faced by international schools in Hyderabad. Furthermore, the study emphasizes the pivotal role of job satisfaction in influencing teacher retention. Positive perceptions of the work environment, collaboration among staff, and effective leadership are identified as crucial factors contributing to overall job satisfaction. However, the study also reveals areas for improvement, including the need to enhance feedback mechanisms, address disparities in rewards and recognition, and promote greater teacher involvement in decision-making processes.

In light of these findings, the study underscores the importance of implementing targeted strategies to enhance teacher satisfaction and support professional development. By fostering a positive organizational culture that values and supports its teaching staff, international schools in Hyderabad can improve their ability to attract, retain, and nurture talented educators. Ultimately, such efforts not only benefit the individual teachers but also contribute to the overall success and effectiveness of the school community as a whole.

In conclusion, the study provides a comprehensive understanding of the factors influencing teacher retention in international schools of Hyderabad and offers valuable insights for educators, administrators, and policymakers seeking to improve retention rates and promote a thriving educational environment.

VII. RECOMMENDATIONS

International schools face unique challenges in recruiting and retaining qualified staff due to their diverse student population and competitive job

market. This article delves into research-supported methods for effective staff recruitment and retention within international schools. Furthermore, the research explores retention tactics such as offering competitive compensation, creating supportive work environments, promoting work-life balance, and providing avenues for professional advancement. Thus, international schools must adopt evidence-based strategies to attract and retain skilled and motivated staff members.

✓ **Implement Mentorship Programs:** Establish formal mentorship initiatives to provide support and professional development opportunities for new teachers.

✓ **Cultivate a Strong School Culture:** Foster a supportive and inclusive environment where teachers feel valued and connected.

✓ **Provide Ongoing Professional Development:** Prioritize continuous support and resources for teachers to adapt to new teaching methodologies.

✓ **Enhance Teacher Feedback Processes:** Improve transparency and alignment with professional growth goals in the teacher appraisal process.

✓ **Promote Collaborative Learning Communities:** Encourage collaboration among teachers through PLCs or subject-specific groups.

✓ **Conduct Regular Staff Surveys:** Gather feedback to monitor satisfaction levels and address areas of concern promptly.

By implementing these recommendations, international schools can create an environment that fosters teacher growth, satisfaction, and retention, ultimately contributing to the overall success and excellence of the institution.

ACKNOWLEDGMENT

We would like to acknowledge the support of the Management of various International schools approached for the purpose of this research and the respondents for their time in giving us the inputs.. Also appreciate the inputs of Consultancy, Training and Research Cell of St. Ann's P.G. College for Women, Mallapur, Hyderabad.

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