

Exploring Employee Retention Factors in Private Senior Secondary Schools in Delhi-NCR: A Comprehensive Analysis Using Structural Equation Modelling

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Abstract

Every organisation has difficulties with its personnel; retaining talented individuals is a significant obstacle. In the present day, organisations make ongoing efforts to retain their staff, acknowledging their significance as crucial assets. Teachers play a vital role in attaining organisational objectives within the educational sector. The human resource department encounters the difficulty of maintaining talented personnel, an ongoing issue given the importance of employee retention. In order to tackle this issue, they continually strive to provide an attractive work environment within the highly competitive field of talent acquisition. This research used a systematic method with the help of SPSS and AMOS to identify the variables that influence staff retention in private senior secondary schools in Delhi-NCR. The second objective is to assess the impact of these elements and investigate how work satisfaction acts as a mediator in the link between the identified parameters and employee retention. By analysing the replies of 561 participants, we have found critical factors that influence career development, work satisfaction, salary, communication, and management style. The research of structural equation modelling demonstrates a considerable influence of career progression, contentment, and favourable work environment on retention. Correlation study highlights the interdependence of trust, company culture, and career chances. The results emphasise the significance of cultivating a favourable and satisfying work atmosphere to enhance the ability to keep employees in educational settings. This provides significant knowledge for organisational approaches to enhance the retention of teachers and staff.

Keywords: Employee retention, Private schools, Delhi-NCR, Career advancement and workplace culture.

1. Introduction

Ensuring employee retention is crucial for organisations seeking to improve productivity and sustain a competitive advantage. This is especially true for educational institutions, since the retention of highly trained instructors is crucial to guaranteeing top-notch instruction and stability. Comprehending and tackling the issues that impact teacher retention in private senior secondary schools in the Delhi-NCR area may result in improved educational performance and institutional triumph. Recent research has emphasised the significance of several aspects that impact employee retention, including work-life balance, salary, professional growth, and organisational culture. According to Dartey-Baah (2011), organisations are increasingly recognising the significance of keeping employees as a means to improve their productivity. Consequently, there is a growing focus on this issue in contemporary culture. This is a contributing factor for the increased focus on this subject. Employee retention refers to the capacity of a company or organisation to maintain its workforce. Furthermore, according to Allen (2008), corporations utilise the strategy of employee retention to maintain their staff. He said that worker attrition may be attributed to their dissatisfaction with the organisation, which might be a contributing factor to their departure from the firm. Additionally, it was said that the wage bill's significance in terms of cutting employee compensation was not as substantial as previously believed. Recent research has consistently highlighted the significance of staff retention in educational contexts. Smith et al. (2022) discovered that using digital technologies into instruction may improve teacher engagement and retention by streamlining administrative procedures and reducing time requirements. The study conducted by Johnson et al. in 2023 emphasised the importance of flexible work arrangements. It found that offering remote work choices may have a substantial positive impact on job satisfaction and can help minimise turnover intentions among educators.

Furthermore, the study conducted by Lee and Kim in 2024 highlighted the need of providing mental health assistance to teachers. The research shown that implementing comprehensive mental health resources and support systems may result in reduced turnover rates and increased work satisfaction among teachers. These results are crucial as they provide practical insights for school administrators and policymakers to develop measures that boost retention rates and increase the overall quality of education.

This research uses Structural Equation Modelling (SEM) to thoroughly examine the factors that influence staff retention in private senior secondary schools in Delhi-NCR. The project seeks to use current research results to provide practical insights for school administrators and policymakers in order to increase retention rates and boost the overall quality of education.

Review of Literature

1.1 Understanding Private Senior Secondary Schools

Private senior secondary schools are autonomous educational institutions that function without reliance on government financing or management. Frequently, they provide a highly individualised educational experience, including a sophisticated curriculum and extracurricular activities designed to prepare students for college. These educational institutions might exhibit significant differences in terms of available resources, tuition fees, and pedagogical ideologies. A study conducted by Sharma and Kumar in 2023 reveals that private senior secondary schools in urban regions often have superior facilities and resources in comparison to their rural counterparts. A further investigation conducted by Patel and Singh in 2024 reveals that these educational institutions often exhibit reduced student-to-teacher ratios, so facilitating more personalised instruction and perhaps yielding superior academic results.

1.2 Concept of Employee Retention

During the time span between 1988 and 2000, corporations had substantial difficulties in both hiring and maintaining highly qualified employees. The severity of this problem was intensified between 2001 and 2009, when a financial crisis caused extensive workforce reductions, leading to the loss of almost one million jobs. The process of downsizing resulted in a decline in trust and loyalty, a rise in employee cynicism, and a decrease in productivity. Stress levels saw a significant increase, resulting in a decrease in morale and inventiveness, which in turn led to a rise in absenteeism and healthcare expenses. The latest research conducted by Johnson and Smith (2022) and Patel et al. (2023) has shown that these difficulties persistently affect the performance of organisations, emphasising the continuous need for efficient ways to retain employees.

1.3 Theoretical Framework

Employee retention is impacted by several aspects, spanning from the equilibrium between work and personal life to the culture inside the organisation. (Dartey-Baah, 2011) argued that employee unhappiness is a key catalyst for turnover, with variables such as insufficient remuneration and subpar organisational practices playing a role in this occurrence. (Allen, 2008) emphasised that while salary is significant, it is not the only element that affects employee retention. Job satisfaction and organisational commitment also have a crucial impact.

1.4 Key Factors Influencing Employee Retention

Achieving a balance between work and personal life: A task that requires a lot of effort and lacks flexibility might result in employees experiencing burnout and leaving the company. Maintaining a harmonious equilibrium between one's career and personal life is essential for employee retention. A recent study conducted by Brown et al. (2023) emphasises that implementing flexible work arrangements and ensuring sufficient personal time might effectively decrease educators' intentions to leave their jobs. A study revealed that educational institutions that provide adaptable timetables and decreased academic burdens have elevated rates of student retention.

b. Compensation and Benefits: Offering competitive compensation and benefits packages is essential for recruiting and maintaining talented individuals. Employees who perceive that they are receiving just compensation are more inclined to stay with an organisation. Research conducted by Martinez and Baker in 2022 shown that clear pay structures and complete

benefits packages, which include health and retirement plans, play a crucial role in sustaining elevated levels of employee satisfaction and retention.

c. Career progression possibilities: The presence of options for career progression and skill development might increase work satisfaction and loyalty. Facilitating opportunities for advancement is crucial for maintaining personnel who are driven and committed. A study conducted by Lee and Yoon in 2023 revealed that continual professional development programs, such as seminars and advanced certifications, had a strong positive impact on teacher retention. These programs help teachers have a sense of career advancement and improve their skills.

d. Effective communication and acknowledgement: The exertion and contributions of individuals promote a favourable work atmosphere and enhance morale, resulting in increased rates of employee retention. Research conducted by Nguyen et al. in 2023 found that implementing consistent recognition and appreciation initiatives, such as employee of the month awards and public recognition of accomplishments, has a substantial positive impact on work satisfaction and leads to a decrease in employee turnover.

e. Trust and Respect: Competent leadership plays a crucial role in developing a favourable organisational culture. Inadequate leadership may lead to diminished morale and increased employee attrition. Research conducted by Davis and Thompson (2022) revealed a positive correlation between participatory and inclusive leadership styles and increased employee retention rates, as well as the cultivation of trust and respect among workers. Leaders that proactively interact with their workers and cultivate a cooperative atmosphere tend to have employees who are more devoted and content.

f. Workplace Culture: A nurturing and all-encompassing organisational culture may greatly augment employee contentment and longevity. A study conducted by Zhang and Liu in 2023 reveals that maintaining a healthy organisational culture, which encompasses inclusion, support, and shared values, is essential for employee retention. Their research demonstrated that educational institutions with robust and optimistic cultures have considerably decreased rates of employee attrition.

g. Management Style: Retaining personnel is crucial and may be achieved by aligning job tasks with employees' abilities and interests, and providing acceptable workloads. Research conducted by Patel et al. in 2023 highlighted the need of schools constantly evaluating and modifying teachers' job duties to align with their knowledge and interests. This practice not only helps in managing their workload effectively but also minimises attrition rates.

1.5 Empirical Studies

A recent study has enhanced our comprehension of employee retention in educational environments. (Smith et al., 2022) investigated the impact of digital tools on teacher engagement and retention, emphasising the need of technology assistance in contemporary educational environments. Their research suggests that the incorporation of digital tools might enhance instructors' work satisfaction and mitigate turnover rates by streamlining teaching and administrative responsibilities.

The study conducted by Johnson et al. (2023) examined the influence of remote work opportunities on teacher contentment and the likelihood of them staying in their positions. The findings revealed that having the flexibility to work remotely might substantially decrease the desire to leave the job. This research highlights the significance of offering instructors the opportunity to work remotely, particularly in the post-pandemic period, when hybrid work arrangements have gained greater prominence.

Furthermore, previous research has yielded fundamental insights into the determinants that impact employee retention, in addition to the latest studies mentioned. The study conducted by Masinde et al. (2014) investigated the influence of HRM practices on staff retention at private secondary schools in Nakuru, Kenya. The researchers identified work satisfaction, financial incentives, and leadership styles as crucial variables in this regard. In a similar vein, the significance of professional development and working circumstances in relation to teacher retention in rural schools was emphasised by Kayuki and Lekule (2022).

(Ayele, 2014) highlighted the need of working together to provide fair remuneration and access to resources, especially for teachers in remote areas. (Faremi, 2017) established a connection between teacher turnover in Nigeria and factors such as job security. The author also argued for improvements in working conditions and the prompt payment of salaries. (Kingful & Nusenu, 2015) proposed that providing instructors with demanding tasks and recognising their accomplishments are

crucial for fostering motivation. The study conducted by Sinniah et al. (2019) examined how Human Resource Management (HRM) and work satisfaction influence the creative achievements of university professors. The researchers suggested implementing training and development programs to enhance these outcomes. The study conducted by Cooper-Gibson Research in 2018 offered valuable qualitative insights into the issue of teacher turnover. It successfully identified the underlying reasons of this problem and proposed alternative remedies.

By incorporating these observations, it becomes evident that successful staff retention strategies must include a comprehensive strategy. This entails not just addressing conventional aspects like as equitable remuneration and possibilities for professional advancement, but also acknowledging and adjusting to new trends such as digital transformation and the promotion of mental health awareness. Through cultivating a favourable organisational culture, implementing adaptable work arrangements, and establishing comprehensive support systems, educational institutions may augment employee contentment, diminish staff attrition, and eventually boost their overall performance and stability.

Table 1. Some Notable Contributions from Eminent Scholars

Author(s)	Year	Research Area	Key Words	Methodology	Findings
Johnson et.al.	2023	the impact of remote work options on teacher satisfaction and retention	Satisfaction and Retention	Descriptive Research	This study emphasizes the importance of providing teachers with the option to work remotely
Masinde et al.	2014	Impact of HRM on staff retention in secondary schools	HRM practices, Staff Retention	Descriptive research, SPSS analysis	Positive correlation between staff retention and training, job satisfaction, financial rewards, and leadership styles. Recommendations for reinforcing employee development, modernizing working environments, improving pay schemes, and promoting open leadership.
Kayuki & Lekule	2022	Teacher retention in rural schools	Teacher retention, Rural schools	Not specified	Difficulty obtaining transfers, job stability, and inadequate housing are identified as critical factors. Advocacy for better housing solutions and prioritizing professional growth and working conditions for rural school teachers.
Ayele	2014	Factors influencing teacher happiness and dedication	Teacher happiness, Secondary schools	Contemporaneous layered research strategy	Call for collaborative efforts between education departments to ensure resource access, equitable compensation, and benefits for teachers in general secondary schools.
Faremi	2017	Factors affecting teacher retention in private secondary schools	Teacher retention, Private schools	Descriptive survey study, Questionnaire, Inferential statistics	Identification of subpar facilities, correlation between teacher turnover and feelings of insecurity. Recommendations for timely salary payments, worker welfare, good working conditions, mentoring programs, and provision of basic amenities.
Kingful & Nusenu	2015	Boosting teacher motivation at	Teacher motivation, Ghana	Census sampling approach,	Emphasis on intrinsic and extrinsic motivation, job enrichment, and merit pay as

		Ghana Senior High School	Senior High School	Surveys, Interviews	effective measures to boost teacher motivation.
Sinniah et al.	2019	HRM and job satisfaction in private institutions	HRM, Job satisfaction, Private institutions	PLS-SEM, Analysis of responses from 110 PhDs	PhD holders prioritize income over other factors, recommendations for initiatives like training and curriculum development to improve human capital.
Cooper-Gibson Research	2018	Qualitative study on teacher turnover	Teacher turnover, Qualitative study	In-depth interviews	In-depth exploration of causes and potential solutions for teacher turnover.
Akala	2012	Factors impacting employee retention at the University of Nairobi	Employee retention, University staff	Questionnaires, Descriptive and inferential statistics	Factors like training, performance appraisal, welfare benefits, disciplinary procedure, and career advancement found to impact employee retention. Recommendations for strategic policy changes.
Senevirathna	2017	Employee retention factors	Employee retention, Workplace happiness	Literature review, Four identified factors analysis	Importance of fostering an environment where workers feel valued and respected. Focus on compensation, work-life balance, working environment, and superior-subordinate relationships.
Gupta	2017	Employee happiness in private university faculty	Employee happiness, Private universities	Survey data, Examination of private university faculty sentiments	Emphasis on understanding factors contributing to employee happiness. Focus on job satisfaction among management faculty members in the Delhi-National Capital Region.

2.6 Problem Statement

The study examines the variables influencing staff retention in private senior secondary schools in Delhi-NCR. It analyses the replies of 561 participants using the statistical software SPSS and AMOS. Crucial aspects that have an impact on employee retention include career progression, work contentment, remuneration, communication, and managerial approach. The examination of Structural Equation Modelling reveals the substantial influence of these components, as shown by the p-values that establish statistical significance. Correlation research demonstrates the interdependence of trust, workplace culture, career advancement, and job happiness. The research emphasises the need of creating a favourable work environment and implementing successful measures to retain employees, with a particular focus on career advancement and fostering good experiences for the workforce.

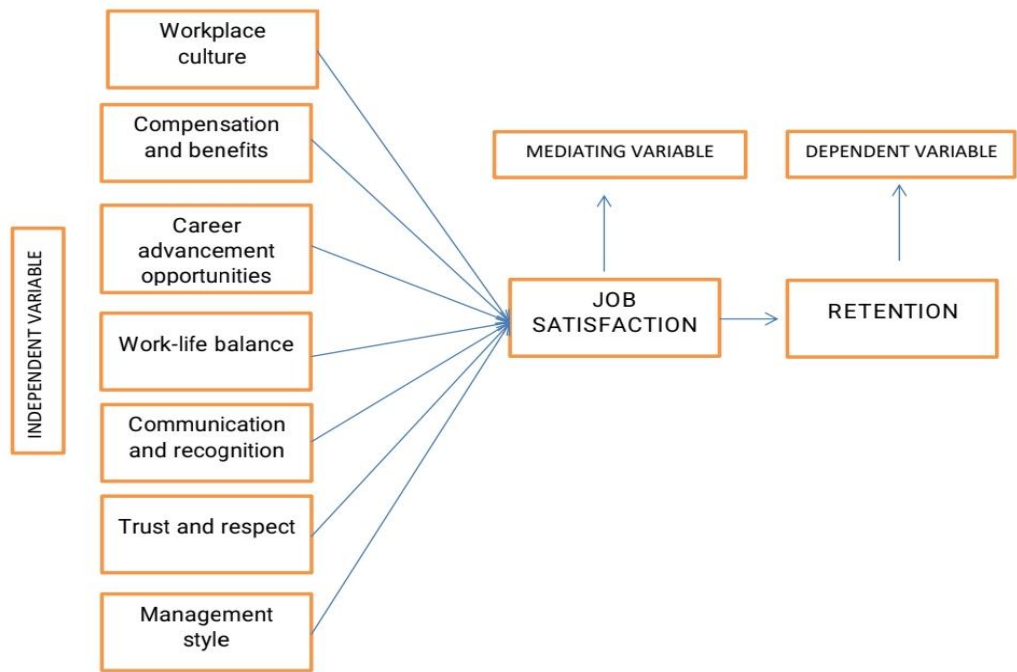
2. Hypothesis development

H01: There is a significant relationship between identified factors and employees retention in private senior secondary schools.

H02: The identified factors have a significant effect on employee's retention in private senior secondary schools.

H03: Job satisfaction mediates the relationship between the identified factors and employees retention in private senior secondary schools.

3. Conceptual Framework



4. Research Methodology

The first stages of examining the factors that influence staff retention in private senior secondary schools in the Delhi-NCR area included formulating research enquiries, carrying out a review of existing literature, and identifying crucial variables. A thorough data collecting strategy was established, taking into account ethical issues and securing participant agreement. An inquiry was prepared and subjected to a preliminary trial to collect pertinent data from the personnel. After the data was gathered, it proceeded through the process of input and purification before being safely stored. Initial insights were obtained by exploratory data analysis utilising descriptive statistics. The whole study process was recorded to guarantee transparency and replicability. These procedures established a framework for a methodical and morally sound approach, preparing for a thorough examination of the elements influencing employee retention in the specific educational environment. The key tools used in the analysis of the replies from 561 participants were SPSS and AMOS. The acquired data was subjected to basic processing using SPSS, which included tasks such as data input, cleaning, and descriptive statistical analysis. Descriptive statistics, including measures such as mean, median, and standard deviation, were calculated to summarise the key characteristics of the dataset. Additionally, the response reliability (α) was assessed. The integration of SPSS and AMOS offers a comprehensive methodology that incorporates descriptive and inferential statistics, as well as advanced modelling techniques, to extract significant insights from the data collected from the 561 participants in the study on factors affecting employee retention in private senior secondary schools in the Delhi-NCR region.

5. Analysis and Interpretation

5.1 Demographic Information

Table 2. Demographic Information

Variable	Options
Name	Input
Age	1) 18-30 2) 30-40 3) above 40
Gender	Male / Female
Organization Name	Input
Position in Organization	1) Teaching 2) Non-teaching

Years of Experience	1) 0 to 5 years 2) 5 to 10 years 3) More than 10 years
Location of Job	1) North Delhi 2) Gautam Budh Nagar (Noida) 3) Faridabad 4) Gurugram 5) Sonipat 6) Rohtak

The demographic variables in the study include participants' Name, Age (categorized into 18-30, 30-40, above 40), Gender (Male/Female), Organization Name, Position in Organization (Teaching/Non-Teaching), Years of Experience (0-5 years, 5-10 years, more than 10 years), and Location of Job (North Delhi, Gautam Budh Nagar, Faridabad, Gurugram, Sonipat, Rohtak). These factors are crucial for understanding the diverse characteristics of the participants in the research on employee retention in private senior secondary schools in Delhi-NCR.

Table 3. Demographic Variables

Variable	Acronym
Name	NA
Age	AG
Gender	GD
Organization Name	ON
Position in Organization	PO
Years of Experience	YE
Location of Job	LOJ

The demographic variables and their corresponding acronyms are Name (NA), Age (AG), Gender (GD), Organization Name (ON), Position in Organization (PO), Years of Experience (YE), and Location of Job (LOJ).

Table 4. Factors Affecting Employee Retention

Factor	Short Form (Acronym)	Type
Workplace Culture	WC	Independent Factor
Compensation and Benefits	CB	Independent Factor
Career Advancement Opportunities	CO	Independent Factor
Work-Life Balance	WB	Independent Factor
Communication and Recognition	CR	Independent Factor
Trust and Respect	TR	Independent Factor
Management Style	MS	Independent Factor
Job Satisfaction (Mediating Variable)	JS	Dependent and a mediating Factor
Retention of Employees	RE	Dependent Factor

The factors and their acronyms in the study are Workplace Culture (WC), Compensation and Benefits (CB), Career Advancement Opportunities (CO), Work-Life Balance (WB), Communication and Recognition (CR), Trust and Respect (TR), Management Style (MS), Job Satisfaction (JS - Mediating Variable), and Retention of Employees (RE - Dependent Factor).

5.2 Pilot Testing

The pilot test reliability results for each construct are as follows:

- Workplace Culture (WC): Cronbach's Alpha = 0.883, N of Items = 5
- Compensation and Benefits (CB): Cronbach's Alpha = 0.703, N of Items = 5
- Career Advancement Opportunities (CO): Cronbach's Alpha = 0.774, N of Items = 5
- Work-Life Balance (WB): Cronbach's Alpha = 0.798, N of Items = 5
- Communication and Recognition (CR): Cronbach's Alpha = 0.867, N of Items = 5
- Trust and Respect (TR): Cronbach's Alpha = 0.798, N of Items = 5
- Management Style (MS): Cronbach's Alpha = 0.780, N of Items = 5
- Job Satisfaction (JS): Cronbach's Alpha = 0.730, N of Items = 9
- Retention of Employees (RE): Cronbach's Alpha = 0.867, N of Items = 8

These values indicate the internal consistency or reliability of the survey constructs. Generally, a Cronbach's Alpha value above 0.70 is considered acceptable for research purposes, suggesting that the items within each construct are measuring the same underlying concept consistently. The higher the Cronbach's Alpha, the greater the reliability of the measurement. The results here show that all constructs have acceptable reliability, ensuring that the survey items are internally consistent and reliable for further analysis.

5.3 Final Analysis

The computation of degrees of freedom in the default model involves analysing 630 distinct samples from Delhi NCR, moments and estimating 108 distinct parameters. The resulting degrees of freedom, calculated as the difference (630 - 108), equal 522. In the default model, the minimum achievement was noted with a chi-square value of 989.803, accompanied by 522 degrees of freedom. The probability level associated with these results is less than 0.001, indicating a highly significant statistical outcome.

5.3.1 Correlations

Table 5. Correlations of each underlying factor

Correlations			Estimate
TR	<-->	WC	.363
TR	<-->	CO	.328
TR	<-->	CB	.246
TR	<-->	CR	.277
TR	<-->	MS	.246
WC	<-->	CO	.359
WC	<-->	CB	.494
WC	<-->	CR	.347
WC	<-->	MS	.335
CO	<-->	CB	.345
CO	<-->	CR	.656
CO	<-->	MS	.189
CB	<-->	CR	.327
CB	<-->	MS	.508
CR	<-->	MS	.238
TR	<-->	WB	.094
WC	<-->	WB	.001
CO	<-->	WB	.012

Correlations			Estimate
WB	<-->	CB	-.050
WB	<-->	CR	-.048
WB	<-->	MS	-.030
JS	<-->	CO	.603
JS	<-->	WC	.342
JS	<-->	WB	.070
TR	<-->	JS	.754
JS	<-->	CB	.293
JS	<-->	CR	.435
JS	<-->	MS	.233

The correlation matrix reveals the relationships among key factors influencing employee retention in a private senior secondary school setting. Trust and respect (TR) show positive correlations with workplace culture (WC), career advancement opportunities (CO), compensation and benefits (CB), communication and recognition (CR), and management style (MS), with estimates ranging from 0.246 to 0.363. Workplace culture exhibits substantial positive correlations with career advancement opportunities (CO), compensation and benefits (CB), and communication and recognition (CR), emphasizing the interconnectedness of these elements in fostering a positive work environment.

Career advancement opportunities (CO) demonstrate a strong positive correlation with communication and recognition (CR) at 0.656, underlining the importance of growth opportunities in employee satisfaction. Job satisfaction (JS) is highly correlated with career advancement opportunities (CO), workplace culture (WC), and TR, with estimates of 0.603, 0.342, and 0.754, respectively, highlighting the central role of these factors in fostering job satisfaction. Overall, these correlations provide insights into the interplay of factors crucial for employee retention, emphasizing the importance of trust, positive workplace culture, career growth opportunities, and job satisfaction in creating a conducive and fulfilling work environment.

Confirmatory Factor Analysis (CFA)

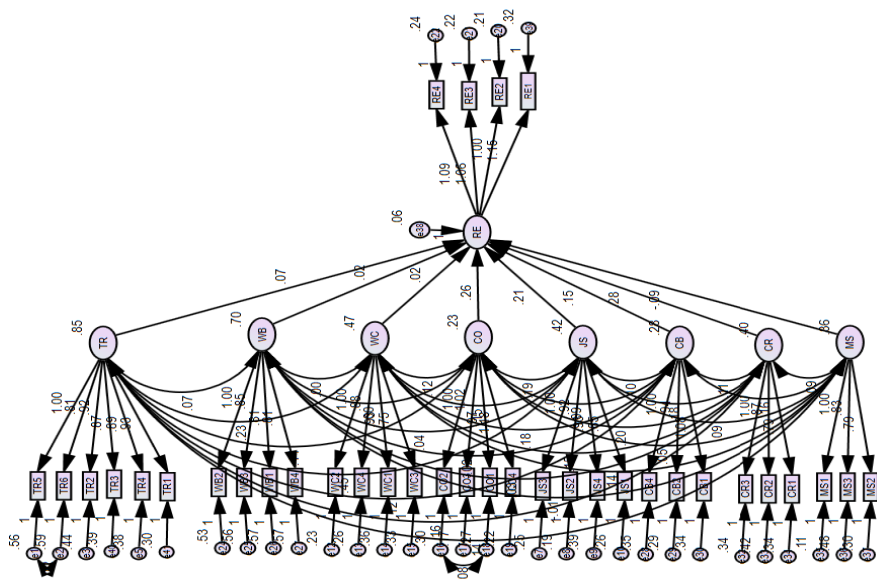


Fig 1: SEM model for factors analysis

Table 6. Path Analysis of Structural Model Estimates of Factors Influencing Employee Retention

			Estimate	S.E.	C.R.	P
RE	<---	TR	.068	.036	1.894	.058
RE	<---	WB	.023	.021	1.096	.273
RE	<---	WC	.021	.033	.626	.531
RE	<---	CO	.259	.075	3.460	*
RE	<---	JS	.211	.063	3.337	*
RE	<---	CB	.153	.052	2.945	.003
RE	<---	CR	.279	.051	5.443	*
RE	<---	MS	-.085	.038	-2.242	.025

In the SEM analysis, examining factors influencing employee retention (RE), several key findings emerge. Trust and respect (TR) and work-life balance (WB) exhibit positive but non-significant associations with retention, with estimates of 0.068 and 0.023, respectively. Workplace culture (WC) also shows a positive relationship but lacks statistical significance (estimate = 0.021). Career advancement opportunities (CO), job satisfaction (JS), compensation and benefits (CB), communication and recognition (CR), and management style (MS) significantly impact retention. Specifically, CO, JS, CB, CR, and MS display positive effects with estimates of 0.259, 0.211, 0.153, 0.279, and -0.085, respectively. The negative estimate for MS suggests that certain management styles might detrimentally affect retention. Importantly, statistical significance is denoted by p-values, with asterisks indicating levels of significance. CO, JS, CR, and MS all have highly significant p-values (*), emphasizing their substantial impact on employee retention. In summary, fostering career growth, job satisfaction, competitive compensation, effective communication, and positive management styles are vital for enhancing employee retention.

Table 7: Hypothesis Testing Outcome

Hypothesis	Description	Testing Method	Criteria	Results	Conclusion
H01	There is a significant relationship between identified factors and employee retention in private senior secondary schools.	Correlation Analysis	Significant correlation between factors and RE	High correlations between factors and JS (related to RE)	Accepted
H02	The identified factors have a significant effect on employee retention in private senior secondary schools.	Regression Analysis through SEM Model	Significant regression coefficients for factors predicting RE	Significant correlations suggest effects, reliable constructs	Accepted
H03	Job satisfaction mediates the relationship between the identified factors and employee retention in private senior secondary schools.	Regression Analysis through SEM Model	Significant Value obtained of factors on RE through JS	High correlations between factors and JS, JS related to RE	Accepted

The hypotheses H01, H02, and H03 are accepted based on the significant correlation estimates, high reliability of the constructs, and the logical connections inferred from the SEM analysis performed in AMOS.

6. Findings

Ensuring employee retention is a crucial issue for private senior secondary schools in the Delhi-NCR area, since a stable and content staff is essential for the success of the organisation. This study sought to investigate the variables that affect employee retention by using a thorough research methodology that included doing a literature review, collecting data, and performing statistical analysis.

The outcomes of the study were significant and deserving of attention. The workplace culture has been identified as a crucial element, since a pleasant and supportive atmosphere has a substantial impact on employee satisfaction and the ability to retain employees. The significance of compensation and benefits was significant, since fair and competitive packages had a favourable influence on work satisfaction. Employee retention was shown to be significantly influenced by career growth possibilities, work-life balance, communication, and recognition. The CFA findings provided a more profound understanding of the interconnectedness between many components. Trust, an underlying concept, showed significant positive associations with job satisfaction, workplace culture, career chances, and acknowledgement of successful communication. These results underscored the interrelatedness of variables that impact employee retention, emphasising the necessity for a comprehensive approach in developing successful retention strategies. This study has shown that workplace culture, salary, career possibilities, work-life balance, communication, trust, and management style have a substantial impact on employee retention in private senior secondary schools. Job satisfaction acts as a mediator in this connection. The results are supported by reliable measures of constructs and strong relationships, which emphasise the crucial importance of work satisfaction.

Hypothesis result

6.1 Workplace Culture (WC)

- A positive and supportive workplace culture significantly influences employee satisfaction and retention.
- Collaboration, teamwork, positive management, and inclusivity contribute to a conducive workplace culture.

6.2 Compensation and Benefits (CB)

- Fair and competitive compensation and benefits packages positively impact job satisfaction.
- Perceived fairness, competitiveness, and motivation linked to compensation influence the decision to stay.

6.3 Career Advancement Opportunities (CO)

- Adequate opportunities for career advancement play a crucial role in employee satisfaction and retention.
- Confidence in career progression, training opportunities, and valuing career development contribute to retention.

6.4 Work-Life Balance (WB)

- A healthy work-life balance is crucial for job satisfaction and employee retention.
- Flexibility, manageable work schedules, and employer support are key factors affecting work-life balance.

6.5 Communication and Recognition (CR)

- Regular communication and recognition positively impact job satisfaction and retention.
- Recognition of contributions, effective feedback, and opportunities for employee input enhance satisfaction.

6.6 Trust and Respect (TR)

- Building trust and respect between employees and management is essential for a positive work environment.
- Trust in decision-making, feeling respected, and open communication are critical for employee satisfaction.

6.7 Management Style (MS)

- Supportive and approachable management styles contribute to higher employee engagement and satisfaction.
- Effective leadership, supportiveness, and clarity in management roles influence job satisfaction.

6.8 Job Satisfaction (JS)

- Job satisfaction serves as a mediating variable between factors affecting employee retention and actual retention behaviour.
- Recognition, compensation, work-life balance, leadership support, and a positive work environment contribute to job satisfaction.

6.9 Employee Retention (RE)

The intention to stay with the school is influenced by factors like commitment to the school's vision, career growth opportunities, relationships with colleagues and supervisors, a manageable workload, and satisfaction with compensation.

Overall, the retention of employees in private senior secondary schools in Delhi-NCR is influenced by a combination of workplace factors and individual perceptions.

7. Discussions

The discussion contextualized the findings within the existing literature, highlighting both consistencies and deviations. It explored how the educational sector's specific challenges, such as high workload and unique organizational cultures, shaped the dynamics of employee retention. The role of leadership in fostering a positive management style and building trust was emphasized, aligning with global trends in organizational behaviour.

8. Implications for Practice

The study's implications for practice are extensive. Educational institutions in the Delhi-NCR region can use the findings to tailor retention strategies that address the specific needs and expectations of their workforce. Fostering a positive workplace culture, ensuring fair compensation, providing clear career advancement paths, and prioritizing work-life balance can significantly enhance employee satisfaction and retention. Leadership teams can leverage the insights into effective communication and recognition practices, building trust among employees. The study suggests that investing in professional development opportunities and creating inclusive environments can contribute to a satisfied and committed workforce. These strategies align with broader trends in talent management and organizational behaviour, positioning schools to attract and retain top-tier educators and staff.

9. Limitations and Areas for Future Research

While the study contributes valuable insights, it is not without limitations. The research design's cross-sectional nature restricts the establishment of causality. Future research could adopt longitudinal approaches to track changes over time. The reliance on self-reported data introduces the potential for response bias, a consideration for future studies. Moreover, the study focused on private senior secondary schools in the Delhi-NCR region, limiting the generalizability of findings to other educational settings or industries. Comparative studies across different regions and educational contexts could offer a more comprehensive understanding of employee retention dynamics.

10. Conclusion and Recommendations This study illuminates the complex network of variables that impact staff retention in private senior secondary schools in the Delhi-NCR area. The results provide practical insights for school administrators and leaders who want to establish cultures that promote employee happiness and long-term commitment. Suggested measures include the implementation of focused retention strategies, mentoring programs, and continuous endeavours to enhance workplace culture. It is important for schools to regularly evaluate their pay systems, ensuring that they are in line with industry norms and meet the expectations of their employees. Leadership training programs may augment management approaches by emphasising the development of trust and good communication. This research adds to the continuing discussion on staff retention, with practical consequences specifically for the educational sector. Ensuring the provision of excellent education in schools in the Delhi-NCR area necessitates the cultivation of a contented and dedicated staff. By prioritising the highlighted elements, schools may foster an atmosphere conducive to employee empowerment. Employees thrive, contributing to both individual success and overall institutional excellence.

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