



## Examining the role of frugal Human Resource strategies in mitigating employee flight risk and promoting employee retention among Teachers in the private schools

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**Abstract:** School teachers contribute significantly to the quality of education being provided. Teachers' efficiency guarantees effectiveness and achievement of goals set by educational institutions. They are the spine of the educational system. Teachers contribute significantly in terms of their contribution to academic and personal development of learners. Risk of loss of valuable teachers by private schools is caused due to financial constraints, workload, and other organizational problems. This research focuses on how frugal Human Resource (HR) practices can help minimize the risks of employee turnover and improve teacher retention in private institutions. Frugal HR practices involve cost-efficient, and innovative approaches aimed at retaining employees without spending much money. The paper is based on a comprehensive literature review in the field. Several critical factors that can help minimize risks associated with employees' intention to quit include employee recognition, flexible working environment, career development program. The results show that frugal HR practices contribute to improvement of employees' job satisfaction, organizational commitment, and employee engagement. This paper shows that frugal HR practices have a positive effect on sustaining private schools' employees. This research paper addresses the issue of frugal HR practices in employee flight risk management and employee retention among teachers of private schools

**Keywords:** Frugal, Human Resource, Strategies, Employees, Flight Risk, Teachers, Private Schools, Employee Retention.

### Introduction

In recent years, private schools have encountered growing difficulties in maintaining qualified and experienced educators. Elements like comparatively low wages, excessive workload, scarce prospects for career growth, and insufficient organizational support greatly influence employee turnover risk, which is the probability of workers choosing to exit the company of their own accord. Elevated teacher turnover not only interrupts the continuity of the teaching-learning process but also impacts students' academic achievement and the overall efficiency of educational institutions. Private schools usually do not have a lot of money to spend on retention of teachers. So, they need to find ways to do it. One way is to use ideas that do not cost a lot of money. These ideas include 1 rewards that are not by money they are recognition, Participative decision making and flexible work in environment. This approach is very creative and helps teachers feel good about their jobs. People

are starting to think that being creative with resources can help with managing employees. In schools this can mean teachers who want to stay. When teachers are happy, they do a job and the students learn more. This study is about how private schools can keep teachers without spending a lot of money. Private schools and the people who make decisions about education can use the results of this study to make plans that will help the schools do well in the run. The main goal is to reduce teacher turnover and make private schools better places to work and learn. The study will look at schools and how they can use affordable human resource practices to reduce the risk of teachers leaving. The results will help the people in charge of schools make good decisions, about how to keep teachers happy and make the schools successful. Private schools need to keep their teachers. This research Paper has been focused on frugal HR strategies in managing employee flight risk and promoting employee retention among teachers in private schools.

### Objective of the study

1. To examine the role of frugal Human Resource (HR) strategies in mitigating employee flight risk and promoting teacher retention in private schools.
2. To identify the key factors influencing employee flight risk among teachers in private schools.
3. To analyze the various frugal HR strategies adopted by private schools for managing human resources effectively.
4. To assess how nonmonetary HR practices (such as recognition, training, and participative management) reduce turnover intentions among teachers.

### Methodology

The study is descriptive in nature and it based on only secondary data. The secondary data consist of books literature review and per review journals.

#### *Review of literature*

##### *Working Conditions and Workload*

*Arnold & Rahimi (2025) examined teachers' working conditions and found that poor working conditions, heavy workload, and stress are significantly increase teachers' intention to leave. A positive psychosocial work environment improves retention. Richard (2024) highlighted that psychosocial working conditions such as stress, pressure, and lack of support strongly influence turnover intentions among school teachers A study conducted in private schools in the UAE (2023) revealed that workload, especially nonteaching responsibilities, which majorly affects teachers' decision to stay or leave. Flexible working schedules have been shown by Allen et al. (2013) to minimize work-family conflict and improve job satisfaction resulting in reduced intentions of employees to leave their jobs. For educators specifically, flexible workload and scheduling help them cope with stress effectively According to Hill et al., flexible working conditions in organizations contribute to a positive work-life balance and lower stress levels in employees, hence lowering their intentions to leave the organization. Flexible*

*work schedule for teachers which help them to balance their personal and professional life.*

### Leadership and Organizational Support

In 2024, Verma & Kaur conducted a study. They discovered that workers who have trust in the organization and its leaders and who are supported by the organization have a higher tendency to remain within the organization. This is due to organizational commitment among other factors. There was a study by MDPI in 2024. It said that the person in charge of the school is very important for keeping teachers from quitting. The study said that school leaders should be supportive and include teachers in decision making. Dhamayanti and Santosa also did a study in 2024. They said that the way leaders behave and the culture of the school are very important for deciding if employees will leave or stay in schools. Leadership style and school culture are factors for employee turnover, in private schools. Eisenberger et al. (2002) introduced the concept of organizational support, showing that employees who feel supported are more likely to stay

### Job Satisfaction and Organizational Commitment

Verma & Kaur (2024) have shown that job satisfaction plays an important role in the impact of HR management on employee retention and is therefore important. El Mountasser& Sahraoui (2025) identified that job satisfaction, organizational environment, and supervisor support play an important role in employee retention in private education establishmentsn their three-factor model of organizational commitment, Meyer and Allen (1991) argued that greater commitment levels result in lower turnover rates among employees in various organizations, including educational institutions.

### Training and Development

El Mountasser& Sahraoui (2025) found that opportunities for training and development were key factors behind employees staying within the organization in private academic organizations. As mentioned in Frontiers Review (2025), continuous career development is vital in the retention of teachers worldwide. career development is essential for employee retention. Training and development

enhance abilities and raise job satisfaction, as stated by Noe (2017). In particular, when it comes to teachers, as noted by Avalos (2011), professional development assists in enhancing their teaching methods and reduces teacher

### **Organizational Climate and Work Environment**

According to Dhamayanti & Santosa (2024), organizational culture and interpersonal relationships have a significant impact on teachers' turn-over in private schools. UAE Study (2023) highlighted that the co-operation between teachers and colleagues helps to enhance job satisfaction. Collie et al. (2012) found that supportive leadership and a positive school climate significantly reduce teacher stress and turnover.

### **Compensation and Rewards**

According to Nelson (2005), simple acts of appreciating employees and acknowledging them have been seen to increase the morale of the workers. Similar results were obtained by Agarwal (2019) who observed the impact of recognition programs among the teaching fraternity in terms of improving the sense of commitment and lowering attrition rates. The research conducted by El Mountasser & Sahraoui (2025) revealed that although salary and rewards play a crucial role in keeping employees engaged, they are not enough. According to Deci and Ryan (2000), who have explained the concept of Self-Determination Theory, intrinsic motivations like respect and acknowledgment contribute significantly to increasing the level of motivation and satisfaction at work.

### **Employee Wellbeing and Psychological Factors**

It is most important to note that the wellbeing and psychological state of teachers play an important role in retaining them. According to studies done on support programs for teachers (2023), emotional and social support reduces stress levels and increases commitment. Greenhaus and Powell (2006) found that a balanced work-life interface enhances employee well-being and organizational attachment, which ultimately improves retention rates.

Frugal Approach to HR Management and Limited Resources

Frugality in the Context of HRM and Lack of Resources

Frugal HR management is related to the effective use of minimal resources. As was stated by Radjou & Prabhu (2015), "frugal innovation" refers to cost-efficient practices of business. If to transfer this concept into the sphere of HR, Basu et al. (2013) believed that the use of frugal innovations may result in greater employee engagement and retention among countries with financial constraints. Frugal innovations, as defined by Zeschky et al. (2014), are characterized by their efficiency and simple nature as well as being affordable. With respect to HR management, they enable obtaining high levels of employees' satisfaction with minimum expenses.

### **Research gap**

While there have been many scholarly studies conducted with regard to retention of employees and strategies for HR practices, several research gaps have emerged. First of all, it should be noted that despite the fact that there are plenty of scholarly works dedicated to employee retention in different industries, the issue of education, especially the problems faced by private schools, remains uninvestigated. Specifically, most of the studies dealing with employee retention focus on corporations such as the IT sector, manufacturing plants, and healthcare organizations, disregarding educational establishments entirely. While many studies tend to concentrate on public schools, private schools and their challenges in retaining teachers, particularly in developing countries, receive much less attention. Thus, it makes it rather difficult to understand what problems are being experienced by employees working in private schools and their turnover intentions. Another gap involves research into frugal HR practices as not enough works deal with this issue. Finally, although employee flight risk and turnover intention were extensively researched, very few studies examine their relationship with frugal HR practices. However, few research studies consider the retention and turnover as general effects while investigating the impact of low-cost HRM policies on the intention to remain within organizations among teachers. Secondly, most research studies investigate individual elements such as job satisfaction, organizational structure, and leadership within organizations separately.

However, there is no research study investigating the combined effect of all these elements. In other words, there is no research study adopting a comprehensive approach to examine the interrelationship among different elements. Thirdly, current researches on HRM policies are mainly carried out in advanced nations. However, there is no empirical investigation concerning the implementation of HRM policies in schools of developing nations.

### Discussion

The findings from this study highlight the importance of cost-effective Human Resource (HR) strategies in minimizing employee turnover rates and increasing teacher retention in private educational institutions. From the literature review, it is evident that traditional strategies aimed at retaining employees through financial incentives are usually ineffective in contexts characterized by limited resources such as private educational institutions. However, cost-effective and non-financial HR strategies emerge as more sustainable and effective. According to the findings from the research, elements such as job satisfaction, organizational commitment, leadership support, and working conditions have a profound effect on the retention of teachers. The application of frugal HR strategies including recognition, participative decision-making, career development opportunities, and leadership support positively affects these factors. These strategies enhance intrinsic motivation among teachers hence increasing their levels of engagement and minimizing their intention to leave their jobs. The findings reveal that job satisfaction is the most important mediator between HR strategies and employee retention. Teachers who feel valued, supported, and engaged in the organizational processes that tend to become more committed and develop strong emotional connections with their organizations, thus reduce the chances of employee of leaving despite the lack of financial incentives.

The discussion emphasizes the importance of leadership in implementing frugal HR management techniques efficiently. The application of supportive and collaborative forms of leadership will establish an ideal atmosphere within the organization, thereby ensuring commitment on the part of teachers. In addition, the study reveals the

importance of adapting global human resource practices for local contexts.

### Conclusion

In conclusion, this research addresses the significance of frugal Human Resource (HR) approaches in dealing with employee turnover and ensuring teacher retention in private educational organizations. As the majority of private educational organizations face budget constraints, standard approaches to HR management based on high compensation costs are often unrealistic. Frugal approaches to HR management can be considered a promising alternative in such a case, since they stress the need for economical and creative solutions aimed at increasing employees' contentment with their jobs and their loyalty to the organization. According to the research, non-monetary approaches, including employee recognition, participative decision-making, encouraging leadership skills, and providing career opportunities are essential in building teachers' commitment to the organization. They motivate employees intrinsically, helps to establish a favourable working climate, and increase emotional attachment to the organisations. For that reason, such approaches make it easier to retain employees and ensure that they do not quit their jobs. Furthermore, the study shows that job satisfaction and organizational support act as the key mediators between HR management approaches and teacher retention.

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