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Regularity & on-Time Salary is the Key to Retain Teachers

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Abstract: Teachers are without a doubt the most important individuals in our society. They provide children a sense of purpose, set them up for success as global citizens, and inculcate in them a desire to succeed academically and in life. Instructors have a big influence on students' academic success, personal growth, and lifetime learning. Salary plays a vital role in the life of a teacher. Equitable compensation is essential for drawing in and keeping exceptional teacher, inspiring them to deliver their best work, and creating a happy workplace. In the end, it benefits both school and employees by increasing productivity, lowering attrition rates, and improving job satisfaction. Teachers' turnover is a crucial matter for students as well as school. School should take steps to reduce teacher turnover as it negatively effects the student's achievement, appointment of less effective and efficient teacher and costly for school. Through this study, the researcher tries to prove that if the salary is paid regularly on time, teachers will continue in the same institution for long period of time in comparison if it is not paid regularly. On time salary works as motivational factor for teachers. Hence it can reduce the teachers' turnover. As a result, regularity & on-time salary is the key to retain teachers.

Keywords: Teacher, Retention of Teacher, Salary, Job Satisfaction, Motivation and Performance of Employees.

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I. INTRODUCTION

Teachers are the builders of society. They are responsible for creating a conducive learning environment, enhancing students' social abilities, and elevating their emotional intelligence. In order to have a peaceful community, instructors develop values in their students such as empathy, respect, and cooperation. By helping kids recognize and value diversity, they also promote inclusivity and reduce prejudice and discrimination.

Since teachers are the future leaders of today's youth, they play a critical role in preparing their students for the future. The truth is that teachers are the cornerstones of civilization. They give direction and commitment, act as role models for children, and show young people the importance of education. A major factor in a nation's ability to progress its social and economic development is the Caliber of its

teaching staff. Furthermore, a teacher's happiness has an impact on their performance.

The term "teacher retention" describes the methods and procedures used by educational institutions to retain its current faculty, with an emphasis on keeping them in the field and preventing them from quitting.

Individual performance is the way a person does the tasks that his or her direct supervisor assigns them to do. Fred Luthans (2010) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" and links it to affective, cognitive, and evaluative reactions or attitudes. One strategy for inspiring teacher is regularity in salary.

A salary is the annual amount of money that an employee receives from their employer as payment for their

labour. Even though this regular payment is usually given to you every month or every two weeks, you usually represent your compensation as an annual total. Regardless of how many hours they work in a workweek, salaried employees are paid in full as promised. They are not entitled to overtime pay for hours worked beyond their usual schedule; instead, their income is based on an agreed-upon salary that is paid on a regular basis. Regular salary refers to constant and predictable payments made at predetermined periods, which might be weekly, bimonthly, or monthly.

Numerous factors can affect an individual's degree of job satisfaction. Pay, benefits, work environment, management, public impact, duties delegated to staff, job clarity, and job design are a few examples of factors. When workers are happy in their occupations, they are happier and more fulfilled. Over time, a job's design ought to improve worker satisfaction. Work design should include job enrichment, job rotation, and job enlargement, according to Brkich et al. (2002). It is imperative to recognize the significance of teachers' job satisfaction given the unpredictability of the sector. Appropriate assessment techniques, such as rating systems and teachers' satisfaction index ratings based on the tasks and workload allotted to each instructor, must be employed in order to address job satisfaction and workload stress. Hussain Fawad (2019)

Recent research indicates that the teacher's Caliber is the most important component in increasing student performance. The impact of a teacher on student success is greater than that of the school, the size of the class, and the socioeconomic status of the pupils, per the 1998 study by Sanders and Horn. Since teachers act as role models for their students, the importance of their performance and job satisfaction in the educational field grows. employment satisfaction is defined by Hussin (2011) and Ilham (2009) as "Positive or negative aspects of employees' attitude towards their job or some features of the job." However, employees' emotional states—which show how well they are adjusting to their employment and working environments—are shown by job satisfaction. Hussin (2011).

Financial incentives are remuneration schemes that are linked to specific monetary incentive schemes or that demand payment of money. This kind of reward can come in a variety of shapes and sizes. The most popular financial incentives are increment in salary, salary on time, profit sharing, commission, stock options, allowances, retirement benefits etc.

II. ACKNOWLEDGEMENT

All the praise is upon **Almighty**, he has always bestowed upon me and provided me courage, power, and direction to end this research paper. I would adore being grateful to him for all the blessings. Words cannot express my gratitude to my professor **Mr. Ashish Rami (Dean of Commerce and Management Department Swaminarayan University, Kalol, Ahmedabad)**. This work would not have been possible without his support, commitment, and encouragement on a daily basis. Under his guidance, I learned

many new things. He has taught me to remain motivated, positive, and calm every time and for all these, I sincerely acknowledge him from the core of my heart.

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III. IMPORTANCE OF SALARY ON TIME

On-time salary payments are essential to preserving employee engagement and motivation; they are not merely a financial need or formality. There is close relationship between a contented workforce and organisation's total productivity. Workers who get paid on schedule feel appreciated and acknowledged for their efforts. Respect for their work results in increased job satisfaction and commitment to the organization.

Stability and Financial Planning: When workers get paid on time, they may save aside money for both normal expenses like paying bills and major purchases like a new home or car. They are able to successfully manage their finances since they are certain that they will get paid on time.

Productivity and Focus: Employees who receive stable compensation are better able to focus on their work throughout the day without having to worry about their financial security. Financial worries free up their time so they may be more engaged at work, which boosts output and improves quality of work.

Morale and Loyalty: Paying salaries on time shows that you value the work that your employees do. Being appreciated makes people feel better and promotes loyalty. When workers feel valued, they are less likely to think about quitting their current job.

Reduce employee turnover: One of the fundamental necessities for many workers is financial stability. It is highly valued when a business consistently demonstrates that it is able and willing to pay salaries on schedule. Reliability and financial stability foster devoted workers who feel appreciated and are hence less prone to hunt for other employment. It's similar to a relationship in that you start exploring for other options as soon as you begin to question your partner's dependability. In the business sphere, it operates similarly. On-time salary payments are a good first step toward a steady future for the business and its employees.

IV. STATEMENT OF PROBLEM

After 25 years of teaching, it has been noted that many schools and employees continue to fail to get their salaries on time. There are a few reasons why it is delayed. A delayed salary can affect the reputation of the school and the well-being of its employees by causing discontent, low morale, financial difficulties, and possibly higher turnover. As a result, efficiency and production decline, and eventually, they consider disbanding the company. Delay in salary can be one of the reasons of increase in teacher's turnover.

V. OBJECTIVE

The purpose of this study is to demonstrate that teachers will stay at the same institution for a longer amount of time if their salaries are paid on time and on a regular basis than if they are not. Teachers are motivated by their timely salaries. Teacher will be ready to continue in the same organization for the longer period to time. As a result, it may lower teacher turnover. Retention of teacher is possible because of regular and on time salary.

VI. LITRATURE REVIEW

➤ *Dr. B Nagaraju & Pooja J (2016):*

An employee's compensation has a significant impact on their performance. As a result, they are also essential to the business. The purpose of this study is to measure how employee performance is impacted by salary. A range of descriptive and analytical techniques were used to analyse the data. Numerous studies have demonstrated that compensation increase employees' productivity. The performance of the employees is positively impacted. Salary and rewards have a positive impact on employee performance, according to a number of reports. All of the independent variables have a slightly positive or marginally positive correlation with each other, as shown by the data analysis indicated above. Every element has a minor but positive effect, according to research.

➤ *Brikend Aziri (2011):*

Job satisfaction is one of the most difficult problems that contemporary managers deal with when it comes to staff management. The Republic of Macedonia has one of the lowest rates of research on job satisfaction, despite the fact that it has been the focus of innumerable studies and papers worldwide. Numerous studies have demonstrated that employee motivation is significantly impacted by job satisfaction, and that motivation level in turn influences productivity and, ultimately, the performance of commercial organizations. An important factor is the employee's perception of the nature of his work and level of overall job satisfaction. Financial pay has a significant impact on employees' overall job satisfaction.

➤ *Hendra Gunawan (July 2015):*

Presenting empirical evidence about the relationship between employee performance and compensation that is influenced by the quality of their work life is the aim of this study. According to the study done using the MRA test, the quality of work life variable is a quasi-moderator variable that made the salary variable less effective at raising employee performance. This means that the quality of work life affects wages, which has a negative effect on employees' performance. This study was unable to collect empirical evidence showing that wages that are influenced by work-life quality have a beneficial effect on employee performance. The quality of one's workplace can lessen the negative consequences of intrinsic motivation, which has an effect on earnings.

➤ *Li Chongyu (2021):*

Wages, cash benefits, in-kind benefits, and other types are all included in salary. Employees at state-owned enterprises are greatly impacted by their changeable annual salary. Satisfaction of state-owned firm workers, whereas financial and in-kind benefits have no discernible impact on state-owned enterprise workers' contentment. This might be because workers in state-owned businesses don't face as much competition. Employees cannot benefit from normal work benefits in this situation. Employee job satisfaction can be greatly impacted by yearly salaries, cash benefits, and in-kind benefits for both domestic and international businesses. Longer working hours and more competition pressure from private international corporations could be the cause of this. Benefits have a major positive impact on external work satisfaction and can govern the win-win environment of labour and capital. The favourable effect of the labour-management win-win environment on external work satisfaction increases with welfare levels.

➤ *Kusnanto Darmawan (September 2020):*

There is a relationship between compensation and motivation in work. This is because salaries have a significant effect on increasing employee motivation. One may argue that Sido Makmur's pay is commensurate with what workers anticipate in terms of increasing their motivation at work. For every business or group to succeed, goals must be met. Since achieving these goals requires highly motivated employees, firm leaders must be able to encourage their workforce to ensure that the goals are accomplished smoothly. It is easy to impact the motivation of Sido Makmur's employees because the owner truly understands how to motivate them to work hard. The performance of employees and their pay are related. This is true since an employee's remuneration is reflected in their wage. Stronger confidence in one's capacity to do his job successfully is associated with better pay levels. This study only includes one independent variable (salary) and one dependent variable (employee performance). However, there are many additional elements that can affect employee motivation and performance. The results of the study were less representative due to the extremely brief research duration of one month. The conditions at the time of the study were unfavourable since they did not fairly represent the company's actual situation.

➤ *Hassan Hijry & Asif Haleem (April 2017):*

The study identified six important factors that influence worker performance in the SS Factory. These factors include work environment, standard operating procedures, innovation, social integration, organizational structure, and flexibility. Only 10.1% of respondents disagree with the organizational structure, compared to 70.98% who strongly agree and agree overall. More than 66% of employees agree that the work environment is the second most significant aspect. According to the study, employee performance was impacted by organizational structure. Similarly, attitudes and company culture affect how well employees perform. In a similar vein, pay has a big impact on employee performance. Additionally, employee performance is influenced by knowledge, worker performance, and the capacity to use and advance abilities.

➤ *Dorothy Muthoni Njiraine, April 2019:*

In response to the question of how much incentive pay enhances employee performance, the respondents gave the following affirmative response: Financial incentives were rated as high by 53.7% of respondents, extremely high by 12.6%, moderate by 10.5%, and low by 6.3%. The purpose of the study was to ascertain the impact of incentive compensation on performance. Bonuses based on organizational profitability or efficiency improvements are incorporated into salaries to enhance employee performance. The findings also demonstrated that workers' output rises when they get incentive compensation. When workers are paid well, they feel their bosses appreciate them. People are more loyal and committed to their employer when their well-being is given priority.

➤ *Kusnanto Darmawan (September 2020):*

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➤ *Sakshi Jaiswal, Kashmira Kushe & Vasundhara Lucky (September 2022):*

Companies use pay management as a strategy to draw in, keep, and inspire their workforce. For an organization to function well and achieve its objectives, compensation is necessary. There is a substantial correlation between employee motivation and remuneration and, ultimately, performance. Monetary and non-monetary incentives have an equal impact on employee performance. Every individual appreciates a particular type of compensation, depending on their age and degree of responsibility. A person will choose non-monetary remuneration if they have few responsibilities and are primarily focused on their career; they will prefer monetary reward if they have multiple family responsibilities. In any case, depending on the circumstances, both forms of pay may encourage workers to put in greater effort.

➤ *Saira Yousaf, Madiha Latif, Sumaira Aslam and Anam Saddiqui (2014):*

This research paper claims that monetary incentives like as compensation, bonuses, fringe perks, and health and life insurance are important elements that impact workers' motivation in businesses. It is impossible to overstate how crucial a motivated workforce is to improving organizational success. The employee anticipates acknowledgment and gratitude for his work and commitment in addition to monetary compensation. Based on the results, experts propose that money is the most important factor in generating employee motivation since it meets requirements for belongingness and power in addition to fundamental needs. Non-monetary rewards have a significant impact on raising staff morale.

➤ *Subiri Katete and Anthony Nyangarika (2020):*

The government's strategies for addressing the late payment of teachers' salaries and benefits, as well as evaluating their efficacy and efficiency. The results of focus groups with teachers and interviews with education officers and other officers in charge of teachers showed the following common methods adopted by government. The government has implemented several strategies to address the issue of teachers' unpaid salaries and benefits, including decentralization, standing orders and circulars, payment in instalments, no set date for payment, and the appointment of education officers who represent the government's interests. The Ministry's strategies for providing benefits and compensation to teachers are unsustainable. They are ineffective and have no bearing on those responsible for timely teacher salary and benefit payments. However, the Coast Region's and Tanzania's overall educational quality will suffer greatly if teachers' salaries and perks are not paid on time. The Ministry's strategies to address the issue of teachers' salaries and perks being paid late in order to influence practice and policy. The Ministry had several proposals to address the issue of teachers' salaries being paid late at PSSs, according to the results of focus groups, teacher questionnaires, and interviews with educational officers and other officers in charge of instructors. It was also clear that the Ministry lacked any concrete strategies to address the issue of teachers' benefits being paid late in PSSs.

➤ *Research Framework*

Figure 1 shows the research framework of this study. The independent variable is the salary on time, motivation of teachers' is mediating variable and teachers' retention is the dependent variable.

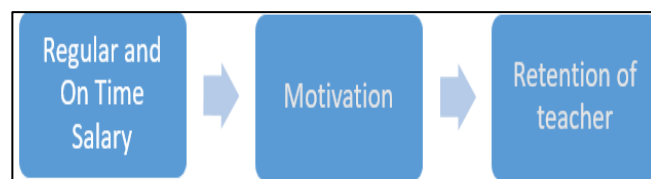


Fig 1 Research Framework

Based on the above framework, there is Null Hypothesis & Alternative Hypothesis. The hypothesis is listed below:

➤ *Hypothesis*

The following hypothesis can be formulated on the basis of literature review.

• *H0:*

There is no significant difference between the retention of a teacher with regular and on time payment of salary.

• *H1:*

There is significant and positive difference between the retention of a teacher with regular and on time payment of salary.

VII. RESEARCH METHODOLOGY➤ *Population & Respondent*

This quantitative descriptive study aims to determine the relationship between employment regular and on time salary, an independent variable, and teachers' retention, a dependent variable. Teachers from private CBSE schools in Ahmedabad, Gujarat, participated in the study. A total of 100 responses were received. In order to obtain the required representation from the various population segments and to gather sufficient data, teachers were randomly sampled using random numbers, with the appropriate number of participants selected for each stratum.

➤ *Data Collection*

The researcher concentrated on primary data collected via questionnaires and observations. To enable a more comprehensive response, the surveys contained both closed-ended and open-ended questions. To save time and money, a Google Form was used. The researcher also observed the teachers while they performed their daily duties, taking notes and observing their behaviour. This allowed the researcher to see how teachers behaved and thought about their work. The collected data was entered and analysed using a variety of descriptive data analysis techniques. The data was then shown and explained using a range of frequency tables, pie charts, bar graphs, and histograms.

VIII. RESULTS AND FINDINGS

The data analysis, including demographics, correlation, and simple and multiple regressions, will be covered in this part. A total of 100 responses were received from the 130 teachers who were requested to respond. This 77% response rate is regarded as significant enough to serve as the foundation for an accurate and trustworthy analysis of teachers' retention.

➤ *Demographic Analysis:*

Demographic statistics are measurements of a population's traits or shifts. Making wise decisions regarding national policy requires information from birth, death, marriage, immigration, and emigration records as well as a periodical population census. The population pyramid is a helpful way to summarize such statistics. It offers information on the population's age and sex distribution in an easily readable graphical manner.

The questionnaires were distributed and gathered via a Google form. Table 1 displays the demographic analysis. Out of the 100 respondents, 70 (70%) were female and 30 (30%) were male. Only 20 (or 20%) of the respondents were unmarried, while the remainder (80, or 80%) were married. Between the ages of 45 and 54, the biggest proportion of responders (40%) were in this age range. The second-highest number (33%) was found among those aged 35 to 44. 10% of respondents said they had less than five years of experience in the relevant area, while 49% of respondents said they had six to fifteen years of experience in their current position. The responders were adequately qualified. Of the responders, thirty-three percent were graduates, sixty percent were postgraduates, and one percent each held doctorates in different disciplines. The respondents had good professional degrees. Eight percent of the 100 respondents held both an M.Ed. and a Montessori degree, while sixty-one percent of the respondents had a B.Ed.

Table1 Demographic analysis

S .No.	Particulars	N	%
1.	Gender: Male Female	30 70	30% 70%
2.	Marital Status: Married Unmarried	80 20	80% 20%
3.	Age: Below 25 Years 25-34 Years 35-44 Years 45-54 Years Above 54 Years	05 13 33 40 09	05% 13% 33% 40% 09%
4.	Type of Family: Nuclear Joint Extended	55 45 Nil	55% 45% Nil

5.	Number of Family members: 3 4 6 More than 6	32 36 25 07	32% 36% 25% 07%
6.	Total Work experience: Below 5 Years 6 to 15Years 16 to25 Years 26 to 35Years	10 49 25 16	10% 49% 25% 16%
7.	Qualification: Doctorate Post Graduate Graduate Any Other	02 60 33 05	02% 60% 33% 05%
8.	Professional Degree: B.Ed. M.Ed. B.P.Ed. Montessori Others	61 08 03 08 20	61% 08% 03% 06% 20%

➤ Cronbach Alpha:

A set of survey items' internal consistency, or reliability, is gauged by the Cronbach's alpha coefficient. To ascertain whether a set of items consistently measures the same attribute, use this statistic. Cronbach's alpha uses a standardized 0–1 scale to quantify the degree of agreement. Greater agreement between items is indicated by higher values. High Cronbach's alpha values show that each participant's answers to a given set of questions are consistent. For instance, participants are more likely to respond favourably to the other items if they offer a high reaction to one of the items. Low values, on the other hand, suggest that

the elements in the set do not consistently measure the same concept. One question receiving a lot of responses does not necessarily indicate that participants thought highly of the other things. Because of the unreliability of the measurements, it is improbable that the questions will measure the same property.

The data was tested for reliability using Cronbach Alpha test and the results are as follows:

➤ Reliability Statistics

Table 2 Reliability Statistics Test Survey

Cronbach's Alpha	No. of Items
0.88	10

The above table shows that the value of Cronbach's alpha is 0.88 (88%) which indicates an high level of internal consistency for the scale with the selected sample.

➤ Corelation Co-Efficient

A statistical indicator of the degree of a linear link between two variables is the correlation coefficient. It can have values between -1 and 1. A perfect negative, or inverse, correlation is one in which values in one series increase as those in the other series decrease, and vice versa. This is indicated by a correlation coefficient of -1. A straight association, or perfect positive correlation, is shown by a coefficient of 1. There is no linear link when the correlation coefficient is zero.

Table 3 exhibits the relationship between independent and dependent variables. Different types of incentives have been used to find out the strongest relationship between financial incentives and teacher is ready to continue in the same organisation. The correlation co-efficient between Salary on Time and teacher's readiness to continue in the organisation is ($r=0.95$) for retirement benefits it is ($r=0.94$) and for Productive Linked Wage System ($r=0.89$). It proves that the correlation co-efficient proves that there is strong positive correlation between all the financial incentives and teacher's readiness to continue in the organisation. But is it highest in case of 'Salary on Time'.

Table 3 Relationship Between Financial Incentives & Teachers' Readiness to Continue in The Same Organisation

S. No.	Financial Incentives	R
1.	Salary on Time	0.95
2.	Increment in Pay & Allowances	0.93
3.	Bonus & Commission	0.92
4.	Productive Linked Wage System	0.89
5.	Retirement benefits	0.94

➤ *Descriptive Statistics*

Characterizing the characteristics of known data is the focus of the statistical branch known as descriptive statistics. Sample or population data are summarized by descriptive statistics. Without drawing broad conclusions or assumptions about the full collection of data, its main goal is to identify

and examine the essential features of a dataset. It includes Central Tendency Measures (mean, median, mode), Dispersion metrics, including range, variance, and standard deviation & Shape of distribution (including kurtosis and skewness).

Table 5. Descriptive Statistics on Financial Incentives and Motivation of Teachers

S. No.	Financial Incentives	Mean	Median	Mode	St. Dev.	Variance
1.	Salary on Time	3.95	4	5	1.16	1.36
2.	Increment in Pay & Allowances	3.82	4	5	1.22	1.50
3.	Bonus & Commission	3.55	4	5	1.42	2.02
4.	Productive Linked Wage System	3.64	4	5	1.29	1.68
5.	Retirement benefits	3.76	4	5	1.34	1.80

Table 5 represents the descriptive statistics of different variables. The mean of Salary on Time is 3.95, which is the highest mean among all these variables and Bonus & Commission is 3.55, which carries the lowest mean. It represents that out of 5, average of 'Salary on Time' is 3.95. It means there is strong motivation between Salary on Time and motivation of teachers.

The objective of standard deviation in statistics is to measure how much data points deviate from the central tendency. It is 1.16 in case of Salary on Time and 1.42 in case of Bonus and Commission. The Variance of Salary on Time is 1.36 and Bonus and Commission is

2.02. It shows that the clustered are closer to mean in case of Salary on Time

Table 6 Descriptive Statistics On Financial Incentives and Teachers Readiness to Continue in The Same Organisation

S. No.	Financial Incentives	Mean	Median	Mode	St. Dev.	Variance
1.	Salary on Time	4.02	4	5	1.18	1.39
2.	Increment in Pay & Allowances	3.75	4	5	1.27	1.62
3.	Bonus & Commission	3.40	3	5	1.35	1.83
4.	Productive Linked Wage System	3.51	4	5	1.30	1.70
5.	Retirement benefits	3.60	4	5	1.31	1.71

Table 6 represents the descriptive statistics of different variables. The mean of Salary on Time is 4.02, which is the highest mean among all these variables and Bonus & Commission is 3.40, which carries the lowest mean. It represents that out of 5, average of 'Salary on Time' is 4.02. It means that there is maximum chance of a teacher continue in the same organisation due to On Time Salary.

on Time and 1.35 in case of Bonus and Commission. The Variance of Salary on Time is 1.39 and Bonus and Commission is 1.83. It shows that the deviation between the values and average is less in case of Salary on Time.

➤ *Simple Regression:*

One independent variable, also known as the explanatory variable, and one dependent variable, also known as the response variable, make up a simple linear regression. The dependant variable in simple linear regression is continuous.

Standard Deviation is one of the tools of statistics to measure the amount of variation of the values of a variable about its mean. A low standard deviation indicates that the value tends to be close to the mean It is 1.18 in case of Salary

Table 7 Summary Output

REGRESSION	STATISTICS
Multiple R	0.660820963
R Square	0.436684345
Adjusted R Square	0.430936226
Standard Error	0.890511363
Observation	100

Table 8 ANOVA

	Df	SS	MS	F	Significance F
Regression	1	60.24497217	60.24497217	75.96995636	7.35426E-14
Residual	98	77.71502783	0.793010488		
Total	99	137.96			

Table 9 Coefficient

	Coefficient	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.378849	0.315834	4.365731	3.1438E-05	0.75208	2.00561
Teachers' Retention	0.668645	0.076714	8.716074	7.35426E-14	0.51640	0.82088

The multiple R, or Pearson Correlation coefficient, is 0.66082. It suggests that teachers' motivation to remain with the company and their timely compensation are perfectly correlated. R squared indicates that the coefficient of determination, or simply multiple R², for a linear regression shows what proportion of the variation in our dependent variable (Y) can be explained by our independent variable (X). To put it another way, it's employed to assess how well the IV forecasts the DV. The value of the R² is 0.43668. It shows that the independent and dependent variables have a moderately strong relationship. The amount of variance in the dependent variable that can be explained by the independent variable is shown by a statistical measure known as adjusted R².

With an adjusted R² of 0.43, the independent variable (Salary on Time) explains over 43% of the dependent variable (teachers' preparation), as shown in the above table.

The standard error of the regression is the average distance between the regression line and the observed values; a smaller regression produces more accurate results. Based on the stated hypothesis, the significance value (F) or P value is 7.35426E-14. It shows that it is less than 0.00. Therefore, we reject the null hypothesis and accept the alternative. It shows a strong correlation between instructors' incentive to receive their pay on time and their willingness to remain with the same institution.

IX. CONCLUSION

The aim of the above study is to explore the relationship between regular and on time salary to the CBSE school teachers and their number of years in the same organization. It was assessed that there is close and positive relationship between these two variables. The correlation between salary on time and its regularity with retention of teachers' is 0.95. It demonstrates strong positive relationship. In addition to having a strong correlation with teacher retention, job satisfaction also benefits the general cohesiveness of the school, the welfare of instructors and their students, and the standing of the teaching profession.

Employees are more engaged and have higher job satisfaction when their salaries are paid on time because it shows that their contributions are valued and respected. Employees can focus on their work and experience less stress when their basic financial needs are addressed through timely salary payments. It provides motivation, which can result in a stronger sense of belonging and increased job satisfaction. Retention of a teacher is closely related with the job satisfaction of a teacher. Feelings of undervaluation, fear, and dissatisfaction might result from irregular or delayed payments. Demotivation is the result of it. results in higher turnover, less productivity, etc. If workers believe their boss

doesn't appreciate their contributions, they might look for other employment opportunities.

Since it shows a dedication to workers' welfare, on-time salary payments might be one of the most important factors in employee retention. Many more factors are also responsible for the retention of teachers such as authority and responsibility, career development opportunities, retirement benefits, stock option etc. Further research can be done by considering these factors.

Despite limitations of the study such as small sample size, the findings conclude fairly well that teachers are motivated by decent non- financial incentives like job satisfaction, proper organisational climate, employee recognition etc. which also gives satisfaction to them.

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