

Senior High School Teachers' Turnover: A Case of a Private School as Basis for Human Resource Management Policy

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Abstract— The study focused on the factors that influenced senior high school teachers' turnover decision in private school. The study used descriptive research and causal comparative design. A total of 30 teachers participated in answering the survey questionnaire. A career in teaching nowadays may not be as attractive in private schools as the amount of compensation given by the government in the same position. Furthermore, Analysis of Variance (ANOVA) Test of significance showed difference between the profiles of the teacher-respondents specifically on the variable educational attainment of higher qualification as the cause of turnover. This further implies that as the teacher attains higher learning that he/she leaves the private school in particular for reason of a better remuneration, future benefits considered.

Keywords— teachers' turnover, private schools, government schools.

I. INTRODUCTION

Employee turnover is the rate at which people leave an organization. This term was further defined by Armstrong, M. (2006) as the rate at which an employer gains and losses employee, how long the staff tends to leave and join the organization ¹. According to Dessler, G. (2009), the employees turnover rate differs among industries ².

Provasnik & Dorfman (2005) conferred that even in the academe turnovers affect the composition of teacher workforce including the demographics and qualifications of the teacher as well as the stability of the schools.³

In a statement by Commission of Higher Education (CHED) head Prospero de Vera (Manila Bulletin, 2018) that many private Higher Educational Institutions (HEIs) faculty transferred to State Universities and Colleges (SUCs) for reason of higher salaries. He further stated that salaries in SUCs and salaries of (Senior High Schools) SHS, both government schools, have higher salaries now (2018) than in private schools or universities ⁴.

DepEd Secretary Leonor Briones (2018) also expressed concern on the continued migration of teachers of private schools to government schools. The reason again for leaving the job is the issue of better salary which can

translated into basic P21,000 along with other benefits⁵. She further disclosed that comparative entry level salary scale of private schools is between P8,000 to P9,000.

Majority of the employed private school teachers only seek experience, while enrolling in graduate studies or aligned courses in education as the minimum requirement in government schools. There is also a limited opportunities for teacher's professional development because this entails costs especially on the part of the private institution of which resources can be very limited, or approval is always at the mercy of the administration for approval.

Hence, the researchers will try to attempt to assess the correlation between the selected variables in this study the very reason of teachers' turnover.

II. STATEMENT OF THE PROBLEM

This study sought answers to the following questions:

1. How may the profile of the respondents be described in terms of sex, year/s in service, highest educational attainment and teaching license?
2. How may the respondents describe the causes of teachers turnover in terms of:
 - 2.1 The Work Itself

- 2.2 Compensation and Benefits
 - 2.3 Training and Career Development
 - 2.4 Work Environment
 - 2.5 Management Leadership
 - 2.6 Interpersonal Relation
3. Is there a significant difference between the causes of turnover and the profile of the respondents?

III. RESEARCH METHOD

The study used descriptive and causal comparative research. A total of 30 senior high school teachers in a certain private school in Nueva Ecija, participated in answering the survey questionnaire. It included profile of the respondents and contained six (6) causes of turnover which were subdivided further into different, but of related items. A five-point Scale ranging from “Strongly disagree” (1) to “Strongly Agree” (5) was used to indicate the agreement of the respondents whether each six factors caused their decision to move out of their teaching position. The researchers identified all the SHS teachers who rendered their resignation in the said institution which covered the Academic Year 2016-2018.

Descriptive statistics was also used to compute the weighted means. Comparative analysis was done using ANOVA test to determine the difference between multiple means of the causes of teachers’ turnover and their profile.

Range: 4.20-5.00 Strongly Agree, 4.40-4.19 Agree, 2.60-3.39 Moderately Agree, 1.80-2.59 Disagree, 1.00-1.79 Strongly Disagree.

IV. RESULTS AND DISCUSSIONS

Table 1: Respondents’ Profile

Profile of the Respondents		f	%
Sex	Male	13	43.30%
	Female	17	56.70%
Year/s in Teaching	1 year	28	93.30%
	3 years	2	6.70%
Highest Educational Attainment	College Degree	28	93.30%
	With Units in Master’s Degree/ Master’s Degree	2	6.70%
With Teaching License	Yes	21	70.00%
	No	9	30.00%

As shown in Table 1 below, majority of the senior high school faculty members who left the institution were female (56.70%). This implies that female teachers dominated the teaching profession in private schools. Also,

most of the senior high school teacher-respondents leaving the institution stayed for only 1 year with frequency of 28 or 93.3%. Interviews conducted with them revealed that they just wanted to gain experience in teaching, pass the licensure examination for teachers, while waiting for the right opportunity to come for a better pay scale. Hence, this can only be possible if one transfers to government schools which have a higher salary.

Table 2: Causes of SHS Teachers Turnover

Causes	Average Weighted Mean	Verbal Interpretation
The Work Itself	1.93	Disagree
Compensation and Benefits	4.10	Agree
Training and Career Development	3.97	Agree
Work Environment	1.82	Disagree
Management Leadership	2.49	Disagree
Interpersonal Relationship	1.55	Strongly Disagree

Survey results show that Compensation and Benefits ranked 1 among the causes of SHS teachers’ turnover which was confirmed through the article titled “Major causes of employee turnover in organizations” in Essays, UK. (2018) showed that 75% of the employees felt that one of the major causes of employee turnover in organizations was inadequate compensation.⁶

Also, Training and Career Development was also the cause of teachers’ turnover which was similar to study of Nyaga, R. (2015) which states that when employees lacked the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance.⁷

However, Management Leadership, The Work Itself, Work Environment and Interpersonal Relationship were the opposite which have a verbal equivalence of Disagree.

Table 3. Result of ANOVA between Profile & Causes of Teachers' Turnover

Profile	f	Significance	Interpretation
Sex	0.595	0.447	Not Significant
Year/s in Service	0.025	0.876	Not Significant
Highest Educational Attainment	6.900	0.014	Significant
License	0.014	0.908	Not Significant

Statistical test reveals there is a significant difference between the profile of the respondents in terms of Highest Educational Attainment to be directly related to the cause of their turnover. This further indicates that as the teacher gets a higher educational degree, the more he or she has the reason to leave the current job to seek better employment in government institutions. On the contrary, there is no correlation found in the respondents' profile such as sex, year/s in service and teaching license that could probably cause of turnover.

V. CONCLUSION

Majority were female with almost one year of teaching experience, most were college degree holders, and many of them were already licensed professional teachers. Compensation and benefits and training and development were the primary reasons they left the teaching job. Significant difference was found in educational attainment. It further implies that the higher the educational is the teacher, the more likely he/she will likely transfer to a higher paying job.

VI. RECOMMENDATION

In view of the findings of the study, strategic response is desired to consider the teacher's current pay, together with the much-needed training for their professional development. Private school institutions must review their human resource management policy particularly in terms of compensation and benefits, rewards, and retirement plans.

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