

A STUDY ON JOB ATTRITION OF SELECT SCHOOL TEACHERS IN COIMBATORE DISTRICT

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ABSTRACT

Students' enrolments in any educational institution depend on the quality of education offered. Teachers play a key role in extending quality education and mold students as a socially responsible citizen. Thus, teachers may be kept satisfied else, they may quit the institution or their profession. Both the decisions will impede educational institution as well as students' growth. Thus, a study has been carried out to spot out the reason for teachers' job attrition and to offer suitable solutions to contain the same.

Keywords: Job Attrition, Teachers, Job Satisfaction, Stress, Workload, Working Environment

INTRODUCTION

The term attrition refers to the unexpected, unpredictable and uncontrollable reduction of workforce due to resignations, retirement, sickness or death. The phenomenon of the employees leaving the company is attrition. Analyzing the attrition rate is very important since the institution has to ensure smooth flow of teaching schedule at all cycles of the year. Lack of career growth, demotivated employees, less pay, low morale due to inefficient group dynamics, unhealthy management style etc., lead to teachers' job attrition. So, if any vacancy arises, it is the responsibility of the management to fill up the position immediately. So it is important to analyse the attrition rate to reduce vacancies.

Proper analysis of the factors that leads to attrition should be done and prompt remedial steps need to be worked out by the management. This is a very critical point in the growth of the institution since there is a cost factor involved in the loss of an employee to the management. The cost is in the form of training programs, time taken for the management and principal to induct and train the teachers in the teaching methodologies and strategies based on the curriculum of studies. The attrition that is considered here is the voluntary attrition, the rate to be kept minimal in an efficient institution with better pay, work life balance, effective team management, employee recognition and motivation, healthy and vibrant working environment. Ensuring a good communication channel with the employees, addressing their grievances with empathy, establishing a healthy employee's management relationship, periodical motivational programmes and attractive remuneration packages are some of the steps that can be undertaken by an institution to ensure a low attrition rate. Thus, reduction in teachers attrition rate will be beneficial for both institution and too students as well.

REVIEW OF LITERATURE :

Richard M Ignersoll (2001) in his study mentioned that job dissatisfaction leads to job attrition. Fischman et al. (2006) in their study identified that unbearable work pressure and responsibility force teachers to quit their profession. Brown and Wynn (2009) in their study ascertained that lack of support from colleagues and superiors at work place leads to job attrition of teachers. Sas, Seal and Martin (2011) in their study found that lack of support from superior and job stress leads to job attrition of teachers. Boyd et al. (2011) in their study ascertained that automatic leadership style of management leads to teachers' job attrition. Ashiedu et al. (2012) in their study observed that insufficient salary and benefits and shorter workdays lead to teachers' job attrition. Struyven and Vanthournout (2014) in their study ascertained that lack of autonomy and opportunity for decision making, poor salary and heavy workload lead to job attrition.

Gallant and Ripley (2014) in their study ascertained that poor support from management, superior teachers and colleagues results in teachers' job attrition. Simon and Johnson (2015) in their study argued that teachers' job attrition is associated with working environment. Sellen (2016) in his study observed that teachers who are unable and unwilling to work long hours may quit the teaching profession. Valtierra and Michalec (2017) in their study observed that work disillusionment and dissatisfaction lead to job attrition of teachers. Harmsen et al. (2018) in their study observed that unsuitable working environment, students' misbehavior, lack of colleagues and superior support, lack of autonomy lead to job attrition of teachers. Worth et al. (2018) in their study identified that excess of work load leads to job attrition. Rinat Arviv Elyashiv (2019) in his study mentioned that poor working environment and job stress lead to job attrition of teachers. Scott et al. (2019) in their study mentioned that lack of trust and support from management and inadequate salary leads to job attrition. Worth and Van den Brande (2020) in their study indicate that lack of work autonomy leads to job attrition of teachers. From the earlier studies, it is ascertained that not much more studies have been carried out in determining factors influencing teachers' attrition in Coimbatore district. Hence, in order to fill this research gap, the present study has been carried out.

STATEMENT OF THE PROBLEM :

Development and growth of an educational institution depend on quality of education and skill sets offered. Management can provide required infrastructure facility for effective teaching. But making use of such infrastructure facility for the betterment of students are in the hands of teachers. Thus, teachers play a vital role in the enlightenment of knowledge and to make students to face their future with confidence. Lack of job security, insufficient salary, too much work load, lack of career development opportunity may induce teachers to opt either resignation or job attrition. Both the options not hamper institution growth but too students development. Thus, it is the duty of management to understand the reason behind job attrition of teachers and to adopt suitable steps to forego the thought of attiring the job among teachers by fulfilling their acceptable demands. Thus, an effort has been made in this study to understand

the reason behind school teachers' job attrition in Coimbatore district and to offer suitable suggestions to lessen job attrition rate.

OBJECTIVES OF THE STUDY :

- ❖ To study the socio-economic and job profile of teachers
- ❖ To understand the reason behind job attrition of teachers

SCOPE OF STUDY :

The present study has been carried out within Coimbatore district. Moreover, teachers personal and job profile and factors lead to job attrition alone have been studied.

RESEARCH METHODOLOGY :

The present study is descriptive and analytical in nature. The following paragraph narrates about nature of data used for the study, sampling procedure adopted for data collection and tools employed for analysis.

Data :

Primary data, required for the study was collected with the help of Questionnaire.

Sampling :

Simple random sampling technique is used for selection of private school teachers in Coimbatore district. Questionnaire is distributed to 175 teachers of which, 23 questionnaires have not been returned and seven questionnaires are found partially filled. Hence, final sample forms 145.

Data Reliability :

Data reliability has been ascertained by employing Cronbach's Alpha test. The result of test discloses that data is fit for analysis.

Table 1
Reliability Statistics

Cronbach's Alpha	N of Items
.989	25

Framework of Analysis :

Simple percentage and factor analysis statistical tools are employed for analysis.

FINDINGS :

The following paragraph discusses about Socio Economic Profile of select teachers in Coimbatore district.

Table 2
Socio Economic Profile

Particulars	Numbers (n=145)	Percentage
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Age		
Up to 25 years	21	14.5
26-40 years	92	63.4
Above 40 years	32	22.1
Area of Residence		
Urban	45	31.0
Semi urban	30	20.7
Rural	70	48.3
Gender		
Male	20	13.8
Female	125	86.2
Marital Status		
Married	119	82.1
Unmarried	26	17.9
Educational Qualification		
Under Graduate	47	32.4
Post Graduate	98	67.6
Monthly Income		
Up to Rs. 15000	85	58.6
Above Rs. 15000	60	41.4

- ❖ Majority of teachers age ranges from 26 to 40 years and reside at rural area
- ❖ Majority of teachers are female and married
- ❖ Majority of the teachers are with post graduate educational qualification and their monthly income ranges up to Rs. 15000

Table 3
Job Profile

Particulars	Numbers (n=145)	Percentage
First Job		
Yes	126	86.9
No	19	13.1
Teaching Experience		
Up to 5 years	40	27.6
6 to 10 years	49	33.8
Above 10 years	56	38.6
No. of Subjects		
Up to Two	93	64.1
Above Two	52	35.9
Classes Handled		

Below 10 standard	116	80.0
10 th standard	12	8.3
12 th standard	17	11.7
Average Class Strength		
Up to 35 students	66	45.5
Above 35 students	79	54.5

- ❖ For majority of teachers, teaching is their first job
- ❖ Most of the teachers have more than 10 years of teaching experience and handles up to two subjects
- ❖ Majority of the teachers handle classes less than 10th standard
- ❖ In most of the schools' students' class strength range above 35

Reason for Teacher's Job Attrition :

Factor analysis is employed to ascertain vital reasons that lead to teachers' job attrition. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity is computed to determine whether data is sufficient for carrying out factor analysis. As the calculated P value of KMO and Bartlett's Test is less than 0.05, the data and sample is appropriate for factor analysis.

Table 4

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	4029.764
	df	300
	Sig.	.000

Table 5

Job Attrition of Teachers

Reasons	1	2	3	4
Better Opportunity available outside	.799			
Low Salary	.756			
Too much work load	.743			
Increased Responsibility	.736			
Low Promotion Opportunities	.710			
Academic Achievement	.682			
Result Pressure	.674			
Inconvenient Working Hours	.661			
Challenging Work	.656			
More clerical Work	.539			
Threat of Layoffs		.716		

For Pursing Higher Studies		.688		
Plan to go Abroad		.679		
Marriage		.614		
Due to high level of stress		.605		
Inadequate Freedom		.599		
No Appreciation for Good Work		.581		
Poor Working Condition		.510		
Misunderstanding with Principal			.875	
Problems with management			.848	
Disputes with Co-workers			.698	
Dislike Teaching Job			.693	
Work Place Distance			.630	
Family Problem				.827
Lack of Respect				
Eigen Values	14.648	1.974	1.197	1.032
% of Variance	58.593	7.898	4.788	4.127
Cumulative % of Variance	58.593	66.491	71.279	75.406

The result of factor analysis reveals that better opportunity available outside, low salary, too much work load, increased responsibility, low promotion opportunities, academic achievement, result pressure, inconvenient working hours, challenging work and more clerical work are the factors that lead to teachers job attrition. Further, all the significant factors collectively influence job attrition to a tune of 75.406 per cent.

SUGGESTIONS :

Based on the findings of the study, the following suggestions have been put forth:

- ❖ Better opportunity available outside induces teachers towards job attrition. Thus, in order to retain talented and committed faculty in the same profession, school managements have to offer necessary facilities to fulfill their expectations and keep them satisfied, thereby efficient teachers may not chose or switch over to another profession
- ❖ Low salary is also the reason for job attrition. Management should come forward to offer scale of pay, which assists teachers to fulfill basic family needs and raise their standard of living
- ❖ Too much workload leads to job attrition. School authority should monitor the workload assigned to individual teachers. Workload should be equally allotted to school teachers, there should not be any partiality or favoritism in subject or work allotment
- ❖ Increased responsibility to teachers leads to job attrition. In order to retain efficient teachers to much workload should not be dumped on them. Work should be divided equally among teachers. School authority should allot work or assignments based on the teachers caliber.

- ❖ Low Promotion opportunity leads to job attrition. Management should formulate promotion policy, where all teachers have equal opportunity to get promoted. Further, the promotion policy should be transparent and free from any biasness.
- ❖ Result pressure leads to job attrition. Putting much pressure on teachers may increase their stress level and may even spoil their health. Thus, management should not put too much pressure on teachers to make the students to secure high marks in public examinations. Pressuring teachers beyond their caliber may lead to stress and poor job satisfaction
- ❖ Insisting teachers to take out too much clerical work lead to job attrition. School authorities may appoint necessary sub-staff to look into school related administration works.
- ❖ Threats of lay-off lead to job attrition. It is the duty of management to offer job security to teachers, thereby dedicated and committed teachers may be retained and forego their thought of job attrition
- ❖ High level of stress leads to job attrition. Thus, it is the duty of the management to offer conducive working environment to teachers to carry out their work free from stress.

CONCLUSION :

Result of study discloses that to avail better other job opportunity, low salary, excessive work load, lack of career development opportunity lead to job attrition of teachers. Offering preeminent education to the students is in the hands of teachers. Retaining such loyal teachers is the foremost duty of management by fulfilling teachers' expectations in all aspects namely, salary, better working environment, opportunity for career growth, provision of adequate infrastructure facility, etc. By practicing the method, education institutions avoid or curb teachers job attrition to a maximum extent, which assist not only for their institution growth but future of the students too.

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