

A STUDY OF TEACHERS' TURNOVER PATTERN IN SELECTED PUBLIC AND PRIVATE SECONDARY SCHOOLS IN OGUN STATE

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Abstract

Teachers' turnover, i.e. the rate at which teachers leave the services of their employers if not curbed, tends to have pervasive effect on the educational system. The government loses financially and the involved teachers may suffer loss of earning and pupils suffer disruptions in their learning programmes. This study investigated the incidence of teachers' turnover in some selected Secondary Schools in Ogun State. The private and twelve public Secondary Schools were randomly selected and participated in this study. The ex-post factor study covered a period of five years (1997 - 2001). It was found among others that the major causes of teachers' turnover include dissatisfaction with the prevailing condition of service, desire to go for further studies, retirement, absence of job security and limited career advancement prospects. The need therefore, to enhance the working conditions of teachers were therefore, suggested as a veritable measure to curb the high incidence of teachers turnover. Finally, the data collected showed that the turnover rate is more in Private Secondary and the younger teachers tend to leave more than older ones.

Background to the Study

In Nigeria, formal education was introduced through private initiative of the missionaries and other individuals. The government interest and support for formal education subsequently followed and has continued to increase. However in 1976, government took over the complete management and funding of schools. After about a decade of State Management of Schools, there appear to be overstretching of government finances in running of schools; especially in this period of down turn in global economy and dwindling government resources. Hence it has been openly declared by government agents that the state alone cannot handle the financing of education. Coupled with this is the increasing generally perceived unsatisfactory performance in public examinations and character training of the pupils.

This unwholesome situation seems to have created room for the second coming of private secondary schools in Nigeria. If anything at all, those private alternatives are needed as measuring standards to the public schools. In essence there is now a basis for comparisons-. It is a known fact that conditions of service for teachers in private and public schools are not and cannot be the same, for the simple reason of the business oriented nature of the private sector as opposed to the bureaucratic orientation of government establishments. Private concerns tend to pay much higher salaries and fringe benefits than public establishments. However despite this observed disparity in the Conditions of Service between the private and public schools, the incidence of teachers' turnover still seems unabated. Teachers turnover, refers to the rate at which teachers leave the services of their employers, either private or public. This phenomenon seems to tally with the position that hygiene factors alone are not sufficient motivators either to make workers put in their best or to stay put on the job, (Herzberg, 1966, p. 26) He maintains that true satisfaction can only be obtained through content factors. This involves opportunities for greater responsibilities and self-actualization within the system.

It seems no longer very easy these days to retain teachers in schools, especially in private schools because of the prevailing unfavourable conditions of service. Ogunjipe (1997) emphatically states that teachers cannot be retained in school system because of depressing conditions. He brought to the fore the issue of poor motivation for teachers and how they are always made to be at the receiving end. It seems therefore not surprising that the cumulative effects of various forms of deprivations which teachers in the private and public schools are subjected to are fundamental to the problem of teachers' turnover. Private schools which are in the main characterized by such other threats like job security, uncertain career advancement prospects and the like, are most likely to suffer

the effects of turnover of teachers from that system to other sectors where the conditions are perceived to be better.

The consequences of unchecked turnover of teachers from both the private and public schools seem to pose a serious threat to the overall attainment of the Nigerian School System. The consequence of this phenomenon in our schools can be traumatic to both the school and the teacher. Enaohwo (1983) observed that for the teacher in the Nigerian context, such loss of earning carries along with it a chain of adverse externalities, such as inability to live up to the expectation of the extended family among others. On the part of the government, such leaving of service by teachers result in a net financial loss to government, as public funds would have been wasted for the provision of materials, equipment, facilities such as buildings and training of the individual who resigned for some other jobs,

One dimension that is easily overlooked is the effect of teachers' turnover on learners. Once a teacher leaves, there is discontinuity in the pupil's familiar learning pattern. This calls for readjustment to a new teacher's approach whenever such replacement ever takes place. The effect of this on pupils learning outcome could indeed be far reaching. This view was corroborated by Hughes (1995) who posited that one major factor that accounted for school effectiveness was low teacher turnover. In other words, lower achieving schools display a polar opposite of this condition.

The realization of the enormity of problems created by high incidence of teacher turnover to the teachers themselves, their students and the educational system has prompted these researchers to investigate the incidence of teachers' turnover in both private and public secondary schools. Subsequently, the following hypotheses were formulated to guide the study.

1. There is no significant difference between private and public secondary schools in the incidence of teachers' turnover.
2. There is no significant difference between younger teachers (20 - 40 years) and Older teachers (41 year and above) in their rate of turnover.

Methodology

This study was based on a descriptive survey.

Procedure

Population: The study population comprise all the 134 Public Secondary Schools and 7 Private Secondary Schools in Ogun State of Nigeria. This gives a total population of 141 Secondary Schools as subjects.

Sample and Sampling Technique

The sample for this study consists of 3 private secondary schools and 12 public secondary schools. They were selected through the technique of stratified random technique. The sample size therefore is 15 secondary schools.

Furthermore, from the schools selected, the requisite data on teacher's turnover was obtained through the school records kept in the principals' offices. The data collected was for a period of five years (1997-2001).

Method of Data Analysis

The relative rate of teachers' turnover between private and public secondary schools was compared through the use oft-test. Meanwhile the relationship of Age with the incidence of Teachers turnover was determined through the use of simple percentages.

Data Presentation/Analysis

Table I

Data on Comparative Turnover of Teachers in Private and Public Secondary Schools

	Graduate teachers	Non-Graduate Teachers	Private Schools		Public Schools					
			Turn over	Unit- of turn over	Number of teachers	Non-University Teachers (INC;i)	Total	Turn over	Rate of turnover	
99	6	24	30	10	265	137	402	27	11.6%	
99	9	19	28	7	299	108	407	20	4.9%	
99	8	21	29	5	260	146	406	IN	4.4%	
00	5	26	31	11	281	126	407	21	5.0%	
00	7	23	30	X	301	99	400	28	7%	
1	V(iT 35	XNGT= 113	11/ X	41	X- 26.2%	VI 406	16 16	2022	114	X - 5.46%

The data presented in table I shows a consistent trend or pattern of teachers turnover in **Secondary Schools** have taken in the five years. Of great interest is the finding from the data that the rate of turnover is higher in Private Schools over the five years period covered by the **investigation** (X 26.2%). in the case of the Public Secondary Schools, the rate of turnover is relatively very small (X - 5.46%).

From the data above, what seems to reast

dily emerge from the comparison of the turnover rates of teachers in both Private and Public Secondary Schools is the fact that there is a relatively high incidence of **teachers'** turnover among Private **Secondary Schools** (ban in the Public Secondary Schools. The phenomenon **observed** above may be accounted for by the **following** reasons. First, it was found that there are **comparatively** more non-University graduate Teachers in Private Secondary Schools than in (he Public Secondary Schools. **Consequently**, more of (he Private Secondary School teachers tend to resign their appointments in a bid to go back to school in order to acquire high academic **qualifications** which is believed would enhance their job mobility, security and career prospects.

Secondly, (he relatively high incidence of teachers' turnover in Private Secondary Schools could also be accounted for by their perceived **unfavourable** working conditions as often reflected in poor salaries and fringe **benefits**.

Table II**Relationship of Age with the Incidence of Teachers Turnover in Secondary Schools**

	Private Schools			Public Schools	
Year	20 - 40yrs	41yrs & above	Year	20 - 40yrs	41yrs & above
1997	7/9 - 98%	2/9 = 22%	1997	25/27 = 93%	2/27 = 7%
1998	7/7 = 100%	0/7 - 0.0%	1998	18/20=90%	2/10-10%
1999	5/5 -100%	0/5 = 0.0%	1999	14/18-78%	4/18-22%
2000	9/10-90%	1/10=10%	2000	16/21=76%	5/21-24%
2001	8/8 = 100%	0/8-0.0%	2001	20/28-71%	8/28 = 29%

The data in table II shows that Secondary School teachers' turnover seems to be related to UM teacher's age. The incidence of turnover is more with younger teachers. Of the total turnover figure: for teachers in both the private and public secondary schools, 93.6% of those in Private Secondary Schools were within the 20 - 40years age bracket. This is similar to those of the Public Secondary Schools where 81.6% of those who left teaching were within the 20 - 40 years age bracket.

Table III

t-test Comparison of the Rate of Teachers' Turnover Between Private and Public Secondary Schools

School	N	X Turnover	S.D	df	" t
Private	148	26.2	1.87	2168	* 4.67
Public	2022	5.46	0.91		

* Significant (P < 0.05)

From the findings above, it could be seen that the incidence of teachers' turnover in both the public and private secondary schools is more preponderant with the relatively younger teacher? Besides, the t-test results in Table III shows that the hypothesis that predicted the absence of any significant difference in the relationship between the rate of turnover of the teachers in both Private and Public Secondary Schools could not be confirmed by this study (t = 4.67; P < 0.05).

The observed higher incidence of turnover among relatively younger teachers could be accounted for by the fact that many of the young teachers were yet to get married and settle down :a .serious family life with all it entails. Related to this is that the relative absence of serious responsibility on the part of an individual and non-commitment to settled family life seem to give one freedom and leeway" to further direct ones energies and resources to higher academic pursuits a attainment. This view is supported by the findings of Boe (1997) that teacher turnover decreases with the increase of the age, number of dependent children, the level of certification, number of years since last degree was earned, teaching experience and salary level.

Main Reasons for Teacher's Turnover**The Following are the Six Top Main Reasons for Teachers' Turnover as Provided by School Heads**

S/N.	Private Schools	Public Schools
1..	Further Studies	Poor Salaries/Remunerations
2.	Absence of Job Security	Retirement
3.	Poor Salaries/Remunerations	Further Studies
4.	Poor Career Advancement Prospects	To commence personal business
5.	To join Public School System	Non-payment of allowances e.g. Leave Bonuses.
6.	To commence personal business	To join private sector organizations

Recommendations and Conclusions

The incidence of teacher's turnover in Secondary Schools is real and this is more with Private Secondary Schools. Poor working conditions such as reflected in poor salaries to teachers vis-a-vis (their counterparts in other professions, relatively limited career advancement prospects and job insecurity seem to play a major role in promoting teachers turnover. Unchecked turnover, results in heavy financial losses to the government, loss of income to the teachers and disruptions in students' learning, and ultimately, poor performance by the school.

As a panacea to the high incidence of turnover among private and public Secondary Schools teachers, an urgent action need to be taken by both private proprietors and government to meaningfully enhance the working conditions of teachers, especially in the area of take home pay and job security. This is imperative for a stable and qualitative educational growth as we move into the 4th Republic, in Nigeria.

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