



A STUDY OF EMPLOYEE RETENTION IN THE PRIMAY & HIGHSCHOOLS IN BANGALORE CITY

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Abstract

In present education sector jobs have become more stressful. With the expansion of schools and establishment of new schools in Bangalore the demand for talent teachers has been increasing day-by-day. International schools need to have policies and methods for attracting and retaining the right talent persons. It has been observed that employee turnover especially among the education sector organizations is becoming a problem with a costs, lot of money, efforts, and energy. This problem might be a major obstacle for management and HR Professionals. Focusing employee retention is vital to increase schools results and performance. Since last two decades the demand for efficient teachers has been increasing in education sector. To this fact everyone would agree that "Teachers create future leaders through their excellence". Presently the biggest Challenge faced by education institutions in Bangalore is the shortage of qualified and competent faculties. Retaining talents is not the choice of employers but is also the need of time as school education is already at risk running with talent crisis. Therefore, the current paper an attempt to present retention as a major issue in primary and high schools. This study also aims at identify the main turnover factors causing for employee turnover in private sector schools and suggest some employee retention strategies.

Key Words: Faculty Retention, Motivation To Teachers, Quality Education, Primary & High Schools.

INTRODUCTION

The above statement brings out the importance of good people in the organization there by need for introducing good retention policies. At present education sector requires more trained professionals. Quality of primary and higher education has become increasingly important. The teachers has major role in student learning. An institution with talented teachers can develop a reputation with great learning environment where quality in education is expected. The institutions in primary & high schools education needs to develop the teachers who can articulate the passion and vision of institution and satisfaction of students. In order to develop the faculty performance in certain aspects and functions there is a need of training.

Employee retention refers to employers to retain current employees in their workforce. It involves taking suitable measures to encourage employees to retain in the organization for a maximum period time. It becomes biggest problem to retain the talented employees in education sector. To become successful in school sector employees should consider as more options as possible when comes to retaining employees, while at the same time securing their trust and loyalty. So this encourages employees to continue the job. Schooling has direct impact on children's educational achievement, their language, literacy and scientific knowledge. Basic educational qualifications are the key to a child's entry to higher education. The learning of specific knowledge and skills is a direct effect of classroom teaching. Social cognitions and feelings are also influenced by school and these may be as powerful in predicting later outcome as intelligence or school curriculum. There are several well designed experimental studies that impact on preschool education which have included follow up by young adult hood. Quality teaching is the only technique that makes possible to transfer knowledge from teacher to a student that helps the student in decision making after scanning the environment.

IMPORTANCE & ROLE OF TEACHER IN SCHOOL EDUCATION

India has one of the largest networks of schools in the world. During the last five decades the system has grown in size both in terms of institutions and enrolment. The nature of Indian education system shifted from elite system to a system of mass education. Traditionally school education acquired immense importance in the post-independence period with the consequent expansion of the system; the role of the school teachers also underwent a significant transformation. An important consequence of the expanding system of schools, with ever increasing employment and acquiring of mass character, has been increase in complexity of school management. The system demands new knowledge and skills from the teacher. It also demands greater capability at the school level to respond to the emerging diversity in the student population and among those entering the teaching profession. In effect, changes in the characteristics of the system have made the role of the school teacher ever more critical than what it was earlier. Most of the teachers restricted their role to teaching. Teacher plays multiple roles in the school. The role of teacher is assessed in terms of the course and interpersonal relation in the school. The success of the any student directly depends on the teacher performance. Without quality education it is not possible to achieve the future goals of the students as well as institutions. The teacher is directly responsible for the learning achievement of the student. The role of teachers is crucial for achieving the objectives of the institutions. The pace of technological revolution and emergence of knowledge society can change the traditional role of the teacher and students. Traditionally, the



teacher used to be the source of knowledge for the students. There is some cooperation among the students to explore the knowledge.

The success of any school depends on the quality of teaching. For this there is no one definition for teaching excellence. This depends on learners, subject matter, methods used and many other factors. Transferring knowledge can be possible with teacher only. Teachers play an important role in the success of the student as well as organization. We can consider teachers are the backbone for the institutions. The teacher play vital role in processing new product in to a finished goods that the organization demand. Quality teaching is the only technique that helps transfer knowledge and understanding from teacher to a student. It helps the student in decision making after scanning the environment. Teacher excellence is compulsory to develop the primary and high schools. It includes the characteristics and performance of faculty member like the number of qualification of faculty and result output by teachers play important role in modern schools. So it is clear that a profile of teacher not only beneficial for personnel development but also indirectly enhances the good name of the institution. Teachers at primary and higher education level play an important role in institutions success and its good will among the student academics. Teachers are having the capacity to build the nation.

Who becomes a teacher?

The posts of teachers are recruited at two levels. They are primary and high school levels. Generally a 12th pass with two year training at the D.Ed course becomes eligible for the post of primary school teacher. Person with a graduate degree and B.Ed training becomes eligible for the post of high school teacher. These are the general standards prescribed and recommended by the National Council of Teacher Education (NCTE). Empirical analyses showed that there are wide variations in the qualification level of teachers. Under a different scheme a local teacher with qualification can also be recruited at the primary level in private schools.

LITERATURE REVIEW

Literature review shows the overall scenario of the employee retention as well as its evidence in the world. The reviewed research articles, thesis or dissertation, etc were received from friends, journals, publications, and various websites. There may be various reasons for leaving organizations. McCann (2004) finds out some reasons of leaving organizations, which are basic needs, not met lack of competitive salary, poor benefits, poor communication, negative work environment, lack recognition, lack of challenging, lack of job security and life conflicts. Howard (2008) conducted a research and they identified the following reasons for employee turnover. Lack of growth opportunities, better career opportunity, insufficient compensation, co operation from management, insufficient rewards, and job was not what was expected, poor fit with the organizational culture, lack of cooperation with other employees, felt unfairly treated & discriminated against, poor relationship with principle. Retention of key employees is essential for organization success. Trulson (2007) suggests following five methods they are maintaining staffing levels, implementing team management, updating recruitment screening process, addressing compensation issues and professional development programs. Harward (2008) mentioned some methods of retention. They are link pay and performance, career planning services, employee retention as a corporate objective, training and development opportunities, improving compensation, specialized retention plans, monetary rewards, performance management system, selection practices, internal studies, increased manager's accountability for retention, educate managers how to retain employees, tracing the impact of retention, benefits packages, team building activities, non monetary rewards, stock options, rotational assignment, exit interviews, employee involvement in decision making, flexible work schedule, special employee services, relaxed dress code and job security, implement team based management style, encouraging employee involvement, use committee to address major issues and initiatives, employ friendly schedule, examine and improve the recruitment and screening process, training and certification program, improved salaries and benefits, community relations program to provide recognition, and institute a professional development program. G berevbie (2010) suggest that payment of monthly salaries to employees, relatively good monthly salaries and allowances, provision of car, housing and furniture loan facilities, health insurance scheme, maternity leave with full pay for female employees and regular training of employees. Teacher's attrition has been a topic in the education literature for many years. It has been claimed that teacher attrition is a major problem in our schools. In general some research suggests that perceived equity of pay may be a more important determinant of commitment and satisfaction than basic level of pay. Administrators should watch for this issue of fairness and not the simple economic bottom line. There are also non salary incentives that can help recruit and retain faculty without raising salaries. Teacher job satisfaction is often cited and rendered important in both research on teacher attrition and teacher retention. First some researchers and scholars tried to understand the high teacher turnover rate among beginning teachers by investigating the reasons and causes behind both teacher retention and teacher attrition. More over teacher job satisfaction is frequently associated with burnout, work quality and professionalism. Some scholars have focused exclusively on burnout in the teaching profession. Research try to conducting model tests and examine hypotheses of communication, burnout, organizational stress and outcomes, and they discover that role of stressors,

workloads, work assessment and professionalism influence teacher's perception and attitudes towards their job satisfaction. There are many other institutions can actively seek to retain more faculty members. One is to address quality of life issues more thoroughly, which could mean providing assistance with housing or sponsoring faculty clubs. According to Samuel and chipunza (2009) the main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. However, retention practices have become a daunting and highly challenging task for managers and human resources practitioners in a hostile economic environment. One of the traditional ways of managing employee retention and turnover is through organizational reward system.

OBJECTIVES

The objective of this paper is to identify the causes for employee turnover and suggest measures for their retention in the selected schools in Bangalore city.

SCOPE OF THE STUDY: The study covers the teachers who are working in private schools in Bangalore city.

RESEARCH METHODOLOGY: The method of exploratory research is adopted for the study to know detailer information teachers retention.

DATA BASE: The primary data is collected from the sample respondents by a specially designed personal Interview schedule.

SECONDARY DATA: Secondary data was collected from books, journals, editorials, news papers and unpublished theses, articles, related websites.

SAMPLE DESIGN

The teacher respondents for the present study are selected based on convenient sample that too those who are working in private schools in Bangalore city.

DATA ANALYSIS

Profile of the respondent				
Total No. of Responders	125	%	125	%
Males	50	40	60	48
Females	75	60	65	52
Age				
21 – 25	42	33.6	32	25.6
26 – 30	52	41.6	48	38.4
31 – 35	16	12.8	30	24
36 – 40	11	8.8	10	08
41 and above	04	3.2	5	04
Educational Qualification				
Graduation	40	32.0	5	0.4
PG Graduation	52	41.6	7	5.6
Graduation on B. Ed	20	16.0	68	54.4
PG Graduation on B. Ed	13	10.4	45	36.0
Year of Experience				
0 to 2	25	20.0	15	12
2 to 4	32	25.6	28	22.4
4 to 6	38	30.4	42	33.6
6 to 8	18	14.4	22	17.6
8 and above	12	9.6	18	14.4
Monthly Income (RS)				
5000 - 15000	58	46.4	38	30.4
15000 - 25000	48	38.4	52	41.6
25000 - 35000	14	11.2	22	17.6
Above 35000	05	04.0	13	10.4

		Primary Schools				High Schools			
		Yes	No	Yes %	No %	Yes	No	Yes %	No %
1	Job Security	48	77	38.4	61.6	52	73	41.6	58.4
2	Satisfaction with working hours	22	103	17.6	82.4	32	93	25.6	74.4
3	Satisfy with salary	32	93	25.6	74.4	31	94	24.8	75.2
4	Adequate perks	60	65	48	52	75	50	60	40
5	Post retirement benefits	82	43	65.6	34.4	90	35	72	57.6
6	Recognition of efforts	68	57	54.4	45.6	72	53	57.6	42.4
7	Stress of target results	79	46	63.2	36.8	89	36	71.2	28.8
8	Linking performance with increments	85	40	68	32	98	27	78.4	21.6

1	Job security	In primary 61.6 % & in High School 58.4% teachers feel there is no security in their job.
2	Working hours	In primary 82.4% & in High School employees are not happy with their working hours.
4	Overall salary	74.4 % Primary teachers & 75.2 % High School teachers not getting proper salaries depending on their qualification.
3	Adequate perks	52% primary teachers are not happy with perks. But in High schools 60% are not happy with perks.
4	Retirement benefits	In primary 65.6% & 72% teachers they do not have retirement benefits.
5	Work Stress	In primary 63.2% & In high schools 71.2% employee feel they having lot of stress in the month of February, March, and April.
6	Recognition of efforts	In primary 54.4% & in high school 57.6% teachers express that management is recognizing their efforts.
7	Performance with increments	68% of primary teachers and 78.4% high school teachers accepted that performance is important in school education.

RETENTION STRATEGIES FOR SCHOOL EMPLOYEES

1. Recruit the Right People

To ensure you have the best people, write a job description and key performance indicators before advertising the position. Think through the key interview question and ask each candidate the same questions so you can compare apples with apples.

2. Favorable Work Environments

Make work place supportive so employees feel comfortable in the environment. They spend a considerable time at work. Establish a system where employees can express their opinions and ideas freely.

3. Career Developments

Employees need to feel welcomed, wanted that they are given a chance to succeed in their job. Have a program in a place where new people are brought up to speed quickly and continue it by allowing them to develop and take on new challenges. Ongoing professional development means employees can grow over time, move in to new positions and increase their value to the organization. Provide employees with regular reviews and support. So they know what to aim for when they are doing well and when they need to improve.

4. Offer initiatives

Incentives, both financial and non financial can be offered based on performance and be applied consistently across the board. There are great ways to showing employees what they are worth to the organization. They build a positive and supportive culture.

5. Continue to Educate Employees

Good performance management systems will lead to a professional development plan for each employee. Use a variety of strategies to improve the performance of individuals, which in turn enhances the performance of the team and ultimately the services provided. An effective system will help recognize and reward good performance and to manage under performance of employees.

6. Keep Employees Informed

Silence can be the greatest enemy. Regularly update employees on any important changes in the organization. People like to be associated and know what is happening. Tell them about the organizations vision, goals and plans. So they can be familiar with the direction of the organization and feel it is worth their while to be working with it.



7 .Manage Expectations

Employees need to have a clear understanding of what is expected of them. They cannot be expected to perform when they are unsure of what is required. Write down the expectations with a clear, unambiguous basis for measurement.

8. Make Leading Salaries and Rewards

Ensure employees are aware of how their salary is calculated so they can see they are paid fairly and on an equitable manner. Make sure any benefits paid or provided are included so employees can see the total package they are earning. Every employer must compare the salaries with other organizations. It can help to provide fair salaries to employees.

9. Effective Employee Management

A good management system will help employees achieve their personal and professional goals and , at the same time promote the organizations vision and goals. Management should support employees decisions and encourage them in their profession.

10 .Listen and Empathize

Ensure a smooth working environment by regularly talking to employees and being a good listener. Take advantage of others being asked for their opinion and use as part of quality improvement. If an interest is not shown in your employees, the message is that you do not care about what they have to say.

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