



# IMPACT OF EMPLOYEE TURNOVER ON THE ACADEMIC ACHIEVEMENT OF PUPILS AT PRIVATE SECONDARY SCHOOLS - A CASE STUDY WITH REFERENCE TO MANGALORE CITY

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## ABSTRACT

*This study's main focus is on how employee turnover affects students' academic achievement at several private secondary schools in Mangalore city. This study is based on Abraham Maslow's humanistic theory of needs, which holds that an individual's behavior at work is influenced by their needs at any given moment. When people work at a job that does not provide them with the necessary empowerment to fulfill their requirements, they will be forced to leave that job in search of one that does. To collect the data for this research, the researcher employed both qualitative and quantitative techniques. The study discovered that pupils' academic performance is negatively impacted by labour turnover. The study also revealed that a lack of availability of qualified substitute teachers among educational institutions leads to a slowdown in students' academic activities caused by labour turnover. This development has the ability to hinder students' academic advancement. In order to encourage educators to work for the schools over a long time, the study suggests that teachers receive competitive pay. This will enable uninterrupted instruction and learning activities.*

**KEYWORDS:** Education, Students, School, Teachers, Salary, Labour, Turnover

## INTRODUCTION

Due in large part to its negative impact on institutional productive activities, labour turnover has drawn a lot of academic interest in recent years. It is the number of employees who leave an organization in a specific time frame. Additionally, employee turnover can be defined as the ratio of the total number of employees in an organization who have left whether voluntarily or involuntarily, at a particular moment to the total number of employees who stay in the organization throughout the course of a certain length of time. A decrease in the number of employees within an organization can be attributed to several factors such as retiring, relocating, resignation, death, or layoffs. The primary cause of labour turnover is worker dissatisfaction with the state of affairs inside their specific workplace. A worker's decision to leave his employer in order to accept an offer of employment in another organization is not always the result of employment dissatisfaction. A worker with a special talent which is in demand may decide to leave and join a company that offers great advantages and wage packages. This underlines the significance of distinguishing between employees who quit their jobs for other reasons and those who do merely because they are dissatisfied.

Employee turnover disrupts learning processes, which makes it an adverse outcome for the education sector. When an educational institution has a staff exodus because of an irreconcilable disagreement or argument among the school management and the teachers employed by the educational institution, some subjects can be neglected. The paper makes the case that labour turnover can have a negative impact on pupil performance in school and suggests that, for the purpose to support children's good academic growth, measures be put in place to reduce it within the classroom.



### **OBJECTIVES**

- 1) To know how employee turnover affects students' academic achievement at several private secondary schools in Mangalore city.
- 2) To analyse the how individual's behavior at work is influenced by their needs at any given moment.
- 3) To study the impact of Adverse Consequences of Teacher Turnover.
- 4) To identify the problems and challenges faced by Adverse Consequences of Teacher Turnover.
- 5) To find ways to retain existing teachers at several private secondary schools in Mangalore city.

### **METHODOLOGY**

This research is based on secondary data including Google search engine, E-journals/scholarly articles, various reports and news articles.

### **REVIEW OF LITRATURE**

According to Abelson (1987) and Campion (1990), people who leave for preventable reasons differ significantly from both "stayers" and "leavers" who cannot be avoided. They suggest that the inability to distinguish between these two groups of people may contribute to the poor forecasting of voluntary turnover. However, management views avoidable voluntary turnover as more problematic than inevitable turnover (Dalton & Todor, 1982). The existence of a turnover instance depends on one's point of view; the theories and measurements that are now in use identify at least three different themes.

The most common subjects, according to Abelson (1987) and Campion (1991), are (i) whether the worker considers that the company would provide an incentive which would encourage them stay, (ii) whether the company might actually cause the staff to study, and (iii) whether the worker's stated justifications for departing are company or non-work aspects. According to Abelson (1987), non-organizational motives behind turnover are regarded to be inescapable, whereas organization-based factors tend to be assumed to imply preventable turnover. They (Abelson, 1987; Campion, 1991) discovered, by means of subjective assessment, that individuals who provided reasons for leaving but were deemed preventable experienced lower levels of dedication and contentment than those who left and stayed. It is evident that unfavorable attitudes seem more frequently linked to organizational issues than to personal issues. It could be more challenging for upper management to comprehend and handle non-work-related factors than organizational ones. According to Abelson (1987), this conception is crucial to comprehend as there is no organizational incentive that may compensate for non-work-related causes of quitting, such as relocation or family obligations.

In contrast to the aforementioned perspective, a factor that is deemed necessary for a particular person and circumstance may appear very preventable for another. The perception of availability indicates if the manager or staff member thinks the company might have done more to keep the worker on board. According to Campion (1991), employee happiness and willingness were inversely correlated with perceived availability. Genuine availability is the dynamic approach identified by Maertz and Campion (1998).

Practical availability is predicated on the idea that almost all cases of leaving could be prevented given sufficient incentives, with the exception of the seldom person whose will to stop at all costs is unwavering. It essentially indicates if the company has the required incentives on hand and is prepared to provide them to the employee, as ascertained through engagement. To put it briefly, this viewpoint shifts the definition of inevitable turnover from causes that come from outside the company to circumstances in which employees leave the company for reasons that the company either cannot or will not negotiate or encourage to stay.

Essentially, the idea behind differentiating between preventable and inevitable turnover was to demonstrate an organization's capacity to manage turnover (Abelson 1987). He contends that those who stayed and preventable leavers are more content and dedicated than one another. Additionally, from an organizational perspective, the most interesting intervention option is one that lowers unnecessary voluntary turnover.



### **THEORETICAL FRAMEWORK**

Abraham Maslow developed the concept of the hierarchy of needs, which forms the basis of this research. The theory postulates that people's actions are dictated by the specific needs they are experiencing at any given time, and that once a need is met, it no longer appeals to the individual, who then strives to satisfy the unmet needs. Maslow claims that human requirements are arranged in pyramids, ranging from the lowest to the highest needs, as demonstrated by the following:



Humans always struggle to get acquainted the needs listed above in their fight for survival. According to the theory, an individual's basic requirements are related to their needs for clothing, food, shelter, and sex. If these necessities are satisfied, he then continues to discuss the need for protection against all sorts of anxiety, harassment, intimidation, and uncertainty. He moves to the next level in the hierarchy to satisfy his desire for solidarity and closeness right away as his desire for safety is satisfied. Here, he longs to fit in with a meaningful collection of individuals who are also his class. He advances to meet the demand for respect for oneself or self-esteem promptly as his desire for companionship is satisfied. At this level, all that an individual wants is to be regarded and given honor in the circle of important people. The need for self-actualization represents the pinnacle of human needs. At this point, one may say that an individual has achieved the pinnacle of his profession along with life goals.

Like many theories of human behavior, this one has been subjected to a great deal of harmful criticism since it purports to limit human desires to a point throughout their lives after which they cease to exist. This assertion is very idealistic and impractical. There are numerous examples of persons who sought to hold particular positions and were granted them, but then started to go down to positions that were significantly lower from those that they had originally held. Politicians who ran on a platform of serving a single term sometimes intend to hold onto their positions of power indefinitely.

Nonetheless, this hypothesis provides a useful explanation for issues related to secondary school teachers' labour turnover in Mangalore City. This is the case since educators are always looking for work that would allow them to meet their fundamental demands. Their salary is insufficient to cover the expenditures of the bare necessities for survival. Because of this, they are occasionally observed job jogging in order to satisfy their ongoing survival demands.

### **RESEARCH DESIGN**

The framework, structure, and approach of an inquiry developed in order to find a response to study objectives and manage variance is known as research design. A research design might be thought of as an outline or framework that outlines the procedures for gathering and analyzing data. Although there are many different kinds of research designs, a survey-based approach will be employed in this study to produce the necessary data. A survey study design is one that makes it possible to gather information for an accurate description of existent phenomena. This approach was chosen because it enables the relative frequency, distribution, and interrelationships of sociological as well as psychological factors to be found in small as well as large populations.



One of the best methods for producing data that, when combined with sampling, may be thought of as a representation of the features of the population as a whole is survey design.

### POPULATION DURING THE STUDY

Educators from different private secondary schools in Mangalore City, Karnataka, India, will make up the study's population. According to the data given on the Target Study website (2023), in Mangalore city, there are 113 (one thousand and thirteen) private schools. A large number of Mangalore City's private schools offer both elementary and secondary education concurrently.

### TECHNIQUES USED TO GATHER DATA

To obtain the necessary information for this investigation, qualitative as well as quantitative techniques were used in the current study. It was often believed that quantitative research necessitated the collecting of data in the form of words or images. The researcher employed a structured questionnaire for gathering data for the work's quantitative component. Questionnaires were printed by the researcher.

### SAMPLING TECHNIQUE

The method the researcher employed, known as systematic sampling, involves choosing the necessary sample size on a regular basis following the random selection of the initial element. As a result, 163 respondents were selected for the study.

### METHOD OF DATA ANALYSIS

Through the presentation of frequency distribution, percentage distribution, and table figures, the data was analyzed both qualitatively and implicitly.

### PRESENTATION AND ANALYSIS OF DATA

**Table 1.1: Views of respondents regarding how teachers' turnover affects pupils' academic achievement**

<b>1. Does the educational performance of the students suffer when teachers leave the school?</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	147	90.2%
No	16	9.8%
<b>Total</b>	<b>163</b>	<b>100%</b>
<b>a. If so, what impact does it have on the students?</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Absence of teachers to cover the subject taught by the resigned teacher	73	44.8%
Students need some time to adjust to the new educator	37	22.7%
A few subjects remain unexplored throughout the interim	37	22.7%
Others	16	9.8%
<b>Total</b>	<b>163</b>	<b>100%</b>
<b>2. Does the occasional resigning of educators from your institution have an impact on how well pupils score on open exams like the CBSE Board Exams and the SSLC Exam?</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	149	91.4%
No	14	8.6%
<b>Total</b>	<b>163</b>	<b>100%</b>

**Interpretation:** While 9.8% of the participants in the study said that staff turnover has no detrimental impact on the academic achievement of pupils, a majority of respondents (90.2%) indicated that staff turnover has a significant negative impact on students' academic performance at particular private secondary schools in Mangalore City. This indicates that a high labour turnover rate in schools is detrimental to pupils' academic progress. Therefore, school owners should devise strategies to keep it under check.

Many respondents (44.8%) said that high employee turnover makes it challenging for school administrators and owners to find substitute teachers to teach the subjects that the departing teachers are currently teaching. Twenty-



two percent of those who participate said that staff turnover causes a lag in the adoption and adaption of the new teacher's style, which in turn causes the pupils to regress. Some research participants (22.7%) claimed that because of labour turnover in schools, certain disciplines are neglected in favor of more qualified teachers. Merely 9.8% of the participants stated that labour turnover has combined effects, such as a shortage of substitute teachers, subject follow-up, and subject sharing among available teachers who lack subject-matter expertise in the subjects that have been reassigned to them without affecting their areas of expertise.

Nearly all of the respondents (91.4%) agreed that student achievement on public exams such as the SSLC and CBSE Board Exams is negatively impacted by labour turnover. A small percentage of respondents (8.6%) believed that student academic achievement at Mangalore City's private secondary schools is unaffected by labour turnover. Based on the results of this poll, it is evident that a contributing factor to pupils performing poorly in public exams is labour turnover.

This demonstrates unequivocally that student failure in public exams is a result of staff turnover. Owners of educational institutions should make every effort to keep their gifted staff members from defecting to other institutions in order to prevent failure in public examinations.

**Table 1.2: Views of respondents regarding whether or not faculty turnover causes learners to appear less competent than their counterparts from other schools**

<b>1. Does the faculty present children as less than their counterparts from other schools?</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	147	90.2%
No	16	9.8%
<b>Total</b>	<b>163</b>	<b>100%</b>

**Interpretation:** According to Table 1.2, children enrolled in private secondary schools have a disadvantage when compared to their classmates in non-private schools due to labour turnover. As confirmed by 90.2% of the respondents, this is the case. Merely 9.8% of the participants said that employee turnover does not cause pupils to appear less competent than their peers from schools with relatively stable staffs. Students should avoid developing a sense of inferiority because it can seriously damage their sense of value and significance in life.

**Table 1.3: Views of respondents regarding the impact of pupils leaving school as a result of labour turnover**

<b>1. Effects on schools of students leaving because to labour turnover?</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Decline in the quantity of students	64	39.2%
Decrease in school funding	67	41.2%
Decrease in new intakes	32	19.6%
<b>Total</b>	<b>163</b>	<b>100</b>

**Interpretation:** 39.2% of the respondents confirmed that student departures from schools due to labour turnover result in fewer students enrolled, 41.2% said that it causes a decrease in the school's revenue, and 19.6% said that student departures from schools due to labour turnover result in fewer new students being enrolled.

## FINDINGS

According to this research, academic performance suffers when secondary school instructors at private secondary schools in Mangalore City leave their jobs too frequently. The affirmation of 90.2% of the study participants who disclosed this information corroborates the findings. According to 44.8% of respondents, the study also revealed that the negative impact of labour turnover on students' academic achievement at private secondary schools is mostly felt by the managers and owners of the schools' incapacity to hire replacement teachers. The inability to find an alternative teacher might hinder children' academic progress by causing them to lag behind while their counterparts in other schools with lower staff turnover rates advance academically. This research indicates that, if improperly handled, a high labour turnover rate might have a detrimental impact on an organization's performance. Many workplaces are facing significant challenges as a result of the rising labour turnover rate, which could have a detrimental effect on global organizational performance. Particularly, when there isn't a qualified replacement for the employees who have departed the company. Performance tricks and setbacks in the organization may result from this. High employee turnover has an impact on productivity because it becomes



harder to keep output levels at the same level when workers are departing the company frequently. This is because it takes time and money to find new hires, train them, and allow them to settle in before they can perform to their full potential.

Additionally, a company's productivity may suffer from high labour turnover, particularly if a high percentage of peripheral workers make up the workforce and skilled individuals are departing frequently. High employee turnover among competent workers puts the company at danger, particularly if those workers are still employed by competitors in the same industry. This will put the company at a competitive disadvantage. On the other hand, despite the organization's investments in employee development, employees take their knowledge, abilities, and experience with them when they join another.

The study also discovered that pupil achievement in public exams is negatively impacted by labour turnover. Approximately ninety percent of the responders said as much. To them, a lack of qualified personnel is caused by labour turnover. As previously indicated, a shortage of skilled hands can exacerbate failure or subpar performance in public exams. It has been found that labour turnover contributes to teacher shortages and the employment of unqualified and uncertified educators. When pupils are taught by uncertified and unqualified teachers, their academic achievement will decline significantly. Work stops when teachers leave their positions at their own schools. Furthermore, it is going to take a while for things to return to normal after a job disruption. For example, hiring involves a number of steps, such as searching for candidates, asking them to take tests, setting up oral interviews, conducting staff orientations and training, and adjusting to the needs of the students and the school environment. The pupils' academic performance will noticeably deteriorate and contract over these breaks, leaving them unprepared to handle the pressures and responsibilities of public exams. This explains why a student's low academic performance in a public exam might be directly linked to labour turnover. It was found that teacher turnover had a direct effect on accountability, quality, and student achievement. Furthermore, the phenomenon of teacher turnover is extremely expensive. Learning outcomes and teaching quality are directly impacted by significant teacher turnover, which is the greatest detrimental effect. As a result, it is imperative that school administrators promote and encourage competent new teachers to become excellent professionals.

The study revealed that adolescents who attend schools with relatively steady teachers appear inferior compared to their peers who don't experience as much staff turnover. Ninety-one percent of research participants disclosed this information. Additionally, pupils from private colleges who endure a labour turnover crisis were noted. The professors depart from the institutions with the impression that they accepted poor pupils who lacked academic integrity. Students who leave colleges under this pretense tend to have a negative self-image and appear inferior to their peers at other institutions, particularly public ones with more tenured faculty and staff. This largely clarifies why many organizations only accept applications from students attending public institutions and why they post job ads.

### **SUGGESTIONS**

In light of the study's conclusions, the researchers would like to suggest the following:

In order to keep teachers engaged in the work they do for their organizations, they should be compensated handsomely. This is required since inadequate compensation has caused a number of instructors to leave their employment organizations. Good compensation packages will greatly lower labour turnover.

It is recommended that private school owners provide for a backup instructor by assigning many teachers to each subject. In the unlikely case that a teacher departs the school unexpectedly, the remaining staff member can fill the void and help the administrators find a suitable successor without interfering with the children's educational experiences.

Educators in private schools should be encouraged to stay with the school by offering benefits like excellent welfare packages, free medical care, and other appealing packages.

### **CONCLUSION**

Students and schools are often harmed when teachers are not retained. Issues regarding faculty turnover lead to an uneven distribution of competent and effective educators among schools, which is a major contributing factor to educator shortages. Because of their elevated turnover rates, economically less fortunate educational institutions are compelled to hire a greater percentage of alternatively qualified teachers, who are also more prone to leave their jobs.



Academic performance is also negatively impacted by teacher turnover, and the negative effects may even affect pupils whose teachers stay in the classroom. In addition, interruptions to teacher collaboration and administration, the absence of institutional expertise, and teachers' unwillingness to participate in teacher leadership initiatives are all potential effects of turnover that could impede school improvement. Additionally, turnover is quite expensive in terms of recruiting and separation expenses as well as reduced efficiency in the classroom when more experienced teachers are replaced by younger educators in schools.

Furthermore, the expenditures associated with separation and recruiting, in addition to the reduction in educational output that occurs when schools replace more experienced teachers with less experienced ones, are all directly related to turnover.

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