

**TEACHERS' TURNOVER, CONTRIBUTING FACTORS AND THE
IMPLICATIONS FOR QUALITY EDUCATION IN GOVERNMENT
SECONDARY AND PREPARATORY SCHOOLS IN YEKA SUB-CITY**

By

JEMILLA IBRAHIM

**A Thesis Submitted to College of Education and Behavioral
Studies of Addis Ababa University in Partial Fulfillment of the
Requirements for the Degree of Master of Arts in Educational
Leadership and Management**

June 2014

Addis Ababa

**TEACHERS TURNOVER, CONTRIBUTING FACTORS AND THE
IMPLICATIONS FOR QUALITY EDUCATION IN GOVERNMENT
SECONDARY AND PREPARATORY SCHOOLS IN YEKA SUB-CITY**

By

JEMILLA IBRAHIM

**A Thesis Submitted to College of Education and Behavioral
Studies of AddisAbaba University in Partial Fulfillment of the
Requirements for the Degree of Master of Arts in Educational
Leadership and Management**

June, 2014

Addis Ababa

**TEACHERS' TURNOVER, CONTRIBUTING FACTORS AND THE
IMPLICATIONS FOR QUALITY EDUCATION IN GOVERNMENT
SECONDARY AND PREPARATORY SCHOOLS IN YEKA SUB-CITY**

By

JEMILLA IBRAHIM

**A Thesis Submitted to College of Education and Behavioral Studies
of Addis Ababa University in Partial Fulfillment of the
Requirements for the Degree of Master of Arts in Educational
Leadership and Management**

APPROVED BY: BOARD OF EXAMINERS

_____	_____	_____
Chairman, Department Graduate Committee	Signature	Date
_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Examiner, External	Signature	Date
_____	_____	_____
Examiner, Internal	Signature	Date

Acknowledgements

I would like to forward my sincerely thanks to my advisor Dr. Zenebe Baraki for his patience with my inadequacies as he guided me through the research, and all my instructors of Addis Ababa University, EdPM staff who were my guides. Thank you for your advice, your attention, and your time.

My daughters: Zemare and Nazrawit who graciously participated in this study, I thank you, for your unlimited support. My daughter Mili, thank you for the precious encouraging words of reminder that gave me strength to stand firm during the time of my challenges.

My friends Titi(Etenu), Letie and Mesti ,who listened when I needed an ear; who read when I needed clear eyes; who comforted when I needed encouragement; who stood by me when I needed time; and who came to my aid whenever I needed it. You were a constant reminder that I was not alone. Thanks for being my steadfast friends in education and in life. My special thanks go to my son and daughter Girma & Abnet for your financial support and friendship.

I thank my family: and my children, who encouraged me to work hard, and who are proud of me. Finally, thank you all who responded to my requests by filling the questionnaire, participating in interviews and discussions.

ABSTRACT

This study was designed to assess factors affecting teacher turnover in government secondary and preparatory schools in Yeka sub city. To examine major reasons for the prevailing high teacher turnover and consequences on the quality of education, in the four selected secondary and preparatory schools in the sub city. The study was prompted by the overwhelming teacher attrition in the sub city. The study employed descriptive survey, questionnaires, interviews, and document reviews as instruments for data collection. The study conducted on randomly selected 150 teachers and 8 principals of the sampled government schools focused on how personal, institutional and community related factors affect teacher turnover and how these implicate education quality. Analysis of the findings of the study indicate more than half of the government secondary and preparatory schools teachers leave within the first five years. Findings show that the institutional factors including poor payment, poor management, poor working conditions, students' misbehavior as well as lack of supervision and participatory decision making are the biggest factors for teacher attrition. Personal and community related factors like low income, low status of the teaching profession contributed. The recommendation is that all stakeholders may consider putting educational policies and strategies attracting and retaining teachers in place to ensure better education system and outcomes in the sub city.

LIST OF TABLES

Title	Page
Table 1 Possible Causes of Teaching Staff turnover	1
Table 2 Distribution of the sample study.....	32
Table 3 Distribution of Respondents by sex and age.....	35
Table 4 Distributions of Respondents by Qualification and work Experience.....	36
Table 5 distributions of Respondents of students by Age, Class, Sex and Duration.....	40
Table 6 The Extent of Teachers Turnover in The Addis Ababa City Administration.....	41
Table 7 Distribution of Teacher Related Factors.....	43
Table 8 Distribution of Institutional Related Factors.....	49
Table 9 Distribution of Community Related Factors.....	58

LIST OF FIGURES

Title	Page
Figure :1. Extent Of Teachers Turnover In Yeka Sub City.....	40

Contents

<u>ACKNOWLEDGEMENTS</u>	Error! Bookmark not defined.
<u>LIST OF FIGURES</u>	11
CHAPTER ONE: INTRODUCTION	Error! Bookmark not defined.
1.1 Background of the Study	Error! Bookmark not defined.
1.2 Statement of the Problem	Error! Bookmark not defined.
1.3 Objective of the study	Error! Bookmark not defined.
1.3.1 General Objectives	Error! Bookmark not defined.
1.3.2 Specific Objectives of the Study are:.....	Error! Bookmark not defined.
1.4 Significance of the study	Error! Bookmark not defined.
1.5 Scope of the Study	Error! Bookmark not defined.
1.6 Limitation of the Study.....	Error! Bookmark not defined.
1.7. Operational Definitions.....	Error! Bookmark not defined.
1.8 Organization of the Study	Error! Bookmark not defined.
CHAPTER TWO: LITERATURE REVIEW.....	Error! Bookmark not defined.
2.1 Concept of Turnover	Error! Bookmark not defined.
2.2 Factors Affecting Teachers Turnover.....	13
2.3. The Effect of Turnover and its Implications for Quality Education	Error! Bookmark not defined.
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY.....	Error! Bookmark not defined.
3.1 Research Design.....	Error! Bookmark not defined.
3.2 Source of Data.....	Error! Bookmark not defined.
3.3 Sample and Sampling Techniques.....	Error! Bookmark not defined.
3.4 Interview.....	Error! Bookmark not defined.
3.5 Document Analysis.....	Error! Bookmark not defined.
3.6. Procedures of Data Collection and Administration.....	Error! Bookmark not defined.
3.7 Methods of Data Analysis	Error! Bookmark not defined.
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION. Error! Bookmark not defined.	
4.1. Characteristics of Respondents	Error! Bookmark not defined.
4.2. The Extent of teachers Turnover in the Addis Ababa City Administration . Error! Bookmark not defined.	
4.3 The Extent of Teachers Turnover in Yeka Sub City	Error! Bookmark not defined.
4.4 Possible Contributing Factors of Teachers Turnover	Error! Bookmark not defined.

CHAPTER FIVE.....	Error! Bookmark not defined.
5.1 Summary.....	69.
5.2 Conclusion.....	Error! Bookmark not defined.
5.3 Recommendation.....	Error! Bookmark not defined.
6. REFERENCES.....	Error! Bookmark not defined.
Annex I.....	74
Annex II.....	77
Annex III.....	78
Annex IV.....	79

LIST OF TABLES

Title	Page
Table 1 Possible Causes of Teaching Staff turnover	2
Table 2 Distribution of the sample study.....	31
Table 3 Distribution of Respondents by sex and age.....	34
Table 4 Distributions of Respondents by Qualification and work Experience.....	36
Table 5 distributions of Respondents of students by Age, Class, Sex and Duration.....	39
Table 6 The Extent of Teachers Turnover in The Addis Ababa City Administration.....	40
Table 7 Distribution of Teacher Related Factors.....	43
Table 8 Distribution of Institutional Related Factors.....	49
Table 9 Distribution of Community Related Factors.....	58

LIST OF FIGURES

Title	Page
Figure :1. Extent Of Teachers Turnover In Yeka Sub City.....	40