



## A THEORETICAL REVIEW ON TEACHERS' MOBILITY AND RETENTION STRATEGIES

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### Abstract

The main objective of the present article is to throw a light on Teachers' Mobility. This paper mainly focuses on three important issues viz. reasons for teachers' mobility; impact of teachers' mobility on colleges, students & teachers' career; and strategies to retain the teachers with college for long period. In this regard this article tries to identify the different factors of mobility and developed some strategies to minimise the mobility. And finally, this article gives a view on mobility management process.

**Key words: Teachers – Mobility – Factors – Impact – Retention Strategies.**

*“Any Educational Institution cannot get success  
Unless or otherwise their teachers work heart fully with loyalty and dedication”.*

### 1.1 Introduction

After so much of investigation, observation, personal experience and meeting & interacting with educationalists, professors, business people, experienced persons and entrepreneurs; the researchers wrote the above quotation. Yes, it is precise “Any educational institution cannot get success unless or otherwise their teachers work heart fully with loyalty and dedication”. Yes money is needed, but it is not enough to buy the loyalty of employees. In olden days in India most of the employees surrender their life for the growth and development of one organization. In normal circumstances they don't think to give-up their job and join in another organization. In many cases even their sons and sometimes grandsons also work in the same organization. At the same time owners are also see the welfare and wellbeing of their employees with at most care. Owners provide so many needy things to their employees like providing housing facility, helping to their children education, medical aids and so on because they believe that satisfied and engaged employees only can make the business into higher heights. They know that an employee with half filled stomach won't do work well. There is a god and devotee relation existed in between employer and employee. So, both get benefited because of long retention with same organization. But in this highly computerized and globalized world it is very difficult to see such a relation and such cases were generations work for same organization. Even a person working more than ten years for an organization is also difficult to find. This trend is very high in some sectors like insurance, financial services, BPO, marketing and educational institutions. There are so many reasons behind this trend and the reasons may differ from industry to industry but the theme is same i.e. dissatisfaction. In India many industries have been facing high rate of turnover. It has been identified that the serious obstacle to the complete utilization of country's human resource is labor wastage due to higher rate of turnover. Education sector is also one of the major sectors facing this type of problem.

Accordingly NAAC, 2003 (as cited in V. Raji Sugumar, 2009), has voiced that: “...If we are to benefit from the huge investment that we have made in education, our teachers must be enabled and motivated to commit themselves, personally and professionally, to the all-round development of students for efficiency and effectiveness in providing quality education”. Any educational institution can become sound if its teachers are sound enough. Teachers are the main assets of any educational institution. The success of any college and student is mainly depend, dictated, and directed by the skills, talent, quality, loyalty and dedication of its teachers and their performance in the class.

The concept of 'Employee Turnover or Mobility' is not a new origin; approximately 100 years back in the year of 1916 Henri Fayol (1841-1925) stated about the importance of 'employee long staying with the organization' as 12<sup>th</sup> principle (Stability of Tenure of Personnel) among 14 Principles of management. According to his 12<sup>th</sup> principle; management strives to minimise employee turnover and to have the right staff in the right place. From the point of view of management it is absolutely harmful to change the employees frequently as it is a reflection of inefficient management. Therefore, there should be stability of tenure of the employees so that the work continues well. Fayol thinks that instability in the tenure of employees is a cause of poor management. High rate of employee turnover will result in increased expenses in terms of money, time and efforts because of selecting them time and again, and giving them training afresh. It also lowers the prestige of the organisation and creates a feeling of insecurity among the employees which keeps them busy in finding out new avenues of work. Consequently, the sense of dedication cannot be created among them. For example, it is true that if the employees in a company are not treated well, paid well and the atmosphere in the company is also unhealthy, the employees will not stay for



a long time. In other words, they will leave the company at the first opportunity available. This situation is absolutely harmful. Hence it is come to know that in the 20<sup>th</sup> century itself Fayel identified the significance and consequences of employee mobility where as even today in the globalized atmosphere also it is applicable.

If managements of the organizations not concentrate on high mobility of employees there are so many problems should faced by both employee and employer. **John Francis Jack Welch**, retired American business executive, author, chemical engineer and former chairman and CEO of General Electric company said that, "There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow" (Kevin, 2015).

**Anne M. Mulcahy**, former chairperson and CEO of Xerox corporation said that, "A motivated and engaged work force is vital to successful business" further she said that "Employees are a company's greatest asset--they're your competitive advantage," said Mulcahy, "You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission. Employees who believe that management is concerned about them as a whole person--not just an employee--are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability (Anne M. Mulcahy, 2003)".

So in the above quotes one can observe the single line theme i.e. importance of employees and their log relation with the organization. Here it is understood that by giving importance and taking care of employees is the only way to make the employees to take care of the customers and if so organization will take care of itself. An entrepreneur doesn't build the business, he builds the employees and employees build the business, so if one loses the employees, lose the business too. When employees go to work, they shouldn't have to leave their hearts at anywhere; in such a manner organizations should think and act to meet the objectives of the organization and this is only possible through make the employees satisfied. At the same time entrepreneurs should remember that customers will never like the company until its employees like it first

### 1.5 What is Mobility?

Mobility means movement or re location. Employee mobility means movement/relocation of employee from one job to another or one place to another. The study of job mobility has been a topic of considerable and increasing academic attention over the past three decades (Ng et al 2007). Job mobility intention refers as conscious willfulness to seek other alternative job opportunities in other organizations. The transmission of knowledge between firms often occurs through employee mobility (April Mitchell Franco and Darren Filson, 2006). Employee mobility can be defined as deduction in the number of employees through retirement, resignation, firing or death.

*The present paper dividing the total discussion about Teachers Mobility into 3 broad groups such as:*

1. Reasons / Causes / Factors of Teachers' Mobility
2. Impact of Teachers' Mobility
3. Strategies to Minimise Teachers' Mobility

#### **I) Reasons / Causes / Factors of Teachers' Mobility**

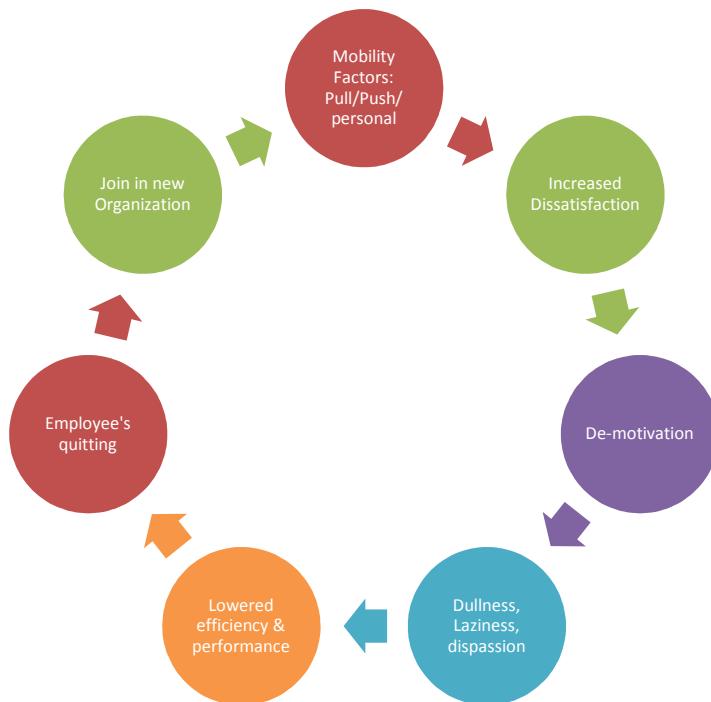
A general feeling is that, if everything is rightly set in its place, paid well for their work, facilitate healthy working environment, provide opportunities for career growth; and thus employees never leaving their jobs. However, the reality is a bit different; employees often leave their organizations for more compensation, better career growth, name & fame, improved working conditions, and enhanced opportunities and so on. This leaving of jobs by employees is termed as employee turnover or attrition or mobility. "In most of the cases five things decides the mobility of an employee: what they have to do (their JOB), how much they love the brand (their ORGANIZATION), what is working environment (their BOSS and SUBORDINATES), what type of the people they work with (their COLLEAGUES) and the amount receiving (their COMPENSATION)."

Attrition in the teaching field is twofold. One part of the attrition is where the employee leaves the teaching field (Leavers). The other section of attrition is where the employee joins another college in the teaching field (Movers). Both the sections have separate reasons which need to be identified. The primary reason for people leaving the teaching field is due to the low pay packages. The teaching field has been mainly dependent on youth and women, who take out time to work, make money in the process while thinking of career alternatives. Hence for this group teaching field is never a long term career but only as a part-time job. The easy availability of teaching jobs is only a source of easy money till the time there is no other source of funding. Also the unfriendly working conditions, lack of carrier growth, work stress acts as a deterrent for people to stick to this teaching field for long time. A bad match between employee skills and the job is the notable cause for mobility, for example assigning HR paper to finance specialized teacher.

Good teacher may quit for many reasons. The following is a list of what might be considered for Teachers Mobility. This leads to either changing the college or changing the teaching profession too. This research identified different reasons/factors/causes of teachers' mobility and classified under three heads namely Push (Internal) factors, Pull (External) factors and Personal factors whereas push factors again sub classified under three heads viz. Leadership issues, working environment issues and benefits & facilities issues. Hence mathematically mobility can be written as:  $Mobility = f(\text{Pull, Push, and Personal factors})$ . The below table shows it's in detail.

<b>I) PUSH (Internal) Factors: what forced Teachers to switch to other college</b>	
<b>A) Leadership issues (Management/Principal/Dean/HOD):</b>	<b>B) Working Environment issues:</b>
1. Autocratic style of functioning	1. Monotony in the job
2. No prior information on important issues	2. Lack of trust in the fairness of the system
3. Lacks proper communication	3. Lack colleagues support and co-operation
4. Lack of Clarity in direction	4. No professional and career growth
5. Badly criticizing the teachers in their absence with their co-teachers	5. Lack of opportunity for improving knowledge and interpersonal skills
6. Unfair and differential treatment	6. Gender discrimination
7. Lacks concern for the teachers	7. Harassment and unfair treatment
8. Bias towards certain teachers	8. unethical and unfair students
9. Assigning impossible or difficult works	9. Poor infrastructure facilities
10. No praise or recognition	10. Poor students admission
11. Bossism	11. Highest absentism of students
12. Principal/Dean/HOD claims the credit for success and blames team members for failure	12. Forced to work for extra hours i.e. assigning more No. of subjects and additional administration works
<b>C) Benefits and Facilities issues:</b>	13. Denying the opportunity to teach in interested and specialized subjects
1. Unable to avail eligible leaves due to continuous work	14. Lack of transparency and fairness in performance appraisal
2. Unfair leave rules	
3. No transportation facility	
4. No PF benefit	
5. Least monetary & Non-monetary benefits	
6. Lack of increments within the time	
<b>II) PULL (External) Factors: what attracts/Motivates Teachers to switch to other colleges</b>	
1. Higher compensation in other organization for similar jobs	6. Encouragement for higher studies and research in other colleges
2. Perks and more fringe benefits	7. Promising better career opportunities
3. Flexible work environment	8. Interesting & challenging job opportunities
4. Flexible leave benefits	9. Periodic promotions & increment avenues
5. Autonomous and freedom in the job	10. Opportunity to teach in Foreign
<b>III) Personal (Intra) Factors: what makes/ attributes you to switch to other colleges</b>	
1. Travelling inconvenience	6. Relocation of job due to spouse transfer
2. Irritation with teaching profession	7. For pursuing higher studies
3. Family problems	8. Geographical preference
4. Child care	9. Due to chronic health problems
5. Women employees leave for matrimonial reasons	10. Poor performance due to lack of Competitiveness

### Formation of Ferocious/Crucial circle of teachers' Mobility



Most influencing factors of mobility such as, poor working environment, unfair compensation, and lack of relations & attachment create dissatisfaction in the minds of employees. All the factors of mobility classified in this research under three heads called Push, Pull, and Personal factors. These factors yield dissatisfaction in the minds of employees. This increased dissatisfaction leads to de-motivation, which in turn in Dullness, Laziness and dispassion. And it finally results in lowered efficiency and performance. When the performance is lowered and not up to the standard; employees are not able to deliver their duties, responsibilities and output which results in their leaving the job voluntarily or employer may dismiss them from rolls. Finally this employee quit the job & join in new organization and again while time passage new job also yields dissatisfaction in the form of one or another and the circle rotates. So employee mobility is a continuous process but the time taking to complete this circle one time is depends on many factors like employee attitude, availability of opportunities, employer's retention strategies, impact of factors of mobility and so on.

### II) Impact of Teachers mobility on different stake holders

The impact of 'Teachers mobility' is not only negative; it may give some benefits to colleges' management like low cost of operation (keep salary costs down), knowledge sharing among the teachers and benefiting the overall management education in increasing its competencies. While some mobility is normal and expected, high turnover rates can produce a range of organizational problems at schools, such as discontinuity in professional development, shortages in key subjects, and loss of teacher leadership (Elaine Allensworth, Stephen Ponisciak, and Christopher Mazzeo, 2009). This study identified some of the major positive and negative impacts of teachers' mobility on students development, college growth potential and teacher' career enhancement. These are listed in the below table:

(I) Impact on students	(II) Impact on college	(III) Impact on teachers
Create academic confusion	Hindrances in academic and administrative operations	Obstacles in career growth
Forego interest on subject	High cost & time consuming for repetitive recruitment, induction, and training	No job security
No proper academic and career guidance	Create hurdles to institutional development	No recognition
Adverse impact on quality of education	Adverse impact on academic results	Barrier to achievement and awards
Unreliable relationship exists between students and teacher	Negative impact on seats fill up	No respect by students
Psychological depression	Lower employee morale and cause a flood of people because they see their peers doing the same	No good relation with students & management
Chance to learn new things and facilitate to acquire knowledge	Young, fresh and new talent flows into the institution	Make the remaining employees more stressed out because they have to fill in

on a variety of things		the gaps until a new employee is hired and trained
Improve self learning	Extend flexibility towards change in system	Obtain more financial benefits
Students forego to give respect to teachers	Expenses for compensation do not enhances	Chance to enhance knowledge
Students get teachers with greater experience and maturity	College gets teachers with versatile experience	Improve contacts and relation with number of professors
Restrict student development	-----	Gain diverse experiences in different work environment

### III) Strategies to retain good Teachers

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their job. It involves taking measures to encourage employees to remain in the organization for the maximum period of time. Hiring knowledgeable people or the job is essential for an employer. But retention is even more important than hiring (Jayantilal K. Solanki, 2015). "In today's world human beings are considered as the asset of the organization, so there is a need to develop new strategies to stay relevant in a changing global business environment is the challenge of Human Resource Department of an organization" (Yogita Gupta, 2015). A student performance is largely depends on teachers capabilities and character. A good teacher only can create good students. A teacher can concentrate on students overall development only when he stay long time with students. It is possible through retention of teachers in the educational institutions. To improve student performance, policies must focus on improving teacher retention. High attrition would be particularly problematic if those leaving were the more able teachers (Donald Boyd and Pam Grossman et al., 2008). Teachers who change schools or leave the teaching profession create difficulties for school administrators who must spend valuable time and resources to adequately staff their classrooms (Michael T. Luekens et al., 2004). It may benefit students for some teachers to leave, particularly those teachers who are ineffective in improving student achievement. The recruitment, selection, development, support, and retention of teachers must be linked to policies that improve outcomes for students. Successful teacher retention policies likely will need to differentiate among the performance of teachers and create incentives to retain teachers who are most effective and either support the improvement of less-effective teachers or encourage them to leave. There are some strategies followed by educational institutions like salary hikes, rewards, bonus, promotion, transportation, work place conditions, retirement programmes, insurance, summer holiday's programs, etc. Though these recommendations lead to the increase in the operation cost, they are still much less than annual revenues and college profits. Besides, implementing these can effectively improve the job satisfaction of their talented employees, reinforcing them to retain and grow with the colleges.



Though it is impossible to scrap the problem of mobility totally, there are certain ways by which the Management educational institutions can tackle the teachers' mobility effectively. The colleges' management by addressing the major factors of mobility can frame different strategies to retain good teachers.

Obviously, it's important for organizations to reduce turnover rates. However, in order to reduce these rates, organizations must first understand the main reasons about why employees leave for other positions. Through this study, the researcher tries to highlight the below strategies to retain the effective and efficient teachers.

One can make employees stay with organization both in positive and negative dimensions. Any strategy of employee retention must be in a positive direction, means it should yield employee satisfaction. Employees' satisfaction only paves

the way to retain them heart-fully. Customers won't satisfy unless or otherwise employees work with loyalty and dedication.

So employee' satisfaction leads to customers' satisfaction and it leads to build a long lasting relation between customer and organization. This relation results in generating a good amount of profits which is the dream of every investor/owner. Whenever investors receive a handsome return, they get satisfied and keep invest more and develop business towards the success. Whenever business is in success root owners willingly distribute some of the fruits to employees which give a positive motivation and satisfaction to employees and this process just continuous.

### Strategies

- Precautions/preventive measures: "Prevention is better than cure" so, it is always better to take precautions to safe the organization from employee mobility than mobility management. The below are some of the key precautions:
  - a) Adopt and practice perfect recruitment and selection procedures to select employees with the right fit, assign them in right place, treat them with respect and communicate clearly duties & responsibilities and workplace, prior to them
  - b) Check the history of mobility patterns of job seekers at the time of selection itself and select the one whose rate of mobility is low and who are seeking stability.
  - c) Always ready with alternative work force (should not depend on one employee for any key work)
  - d) Practicing employee agreements regarding minimum years of service
  - e) Establishing a systematic feedback mechanism to know the employee problems in advance.
  - f) Creating a pleasant work environment and develop healthy relations among employees
  - g) Generate 'Sense of Belongingness' in the minds of employees means make them feel that 'this is my organization', 'this is my family and all colleagues are my family members' and so.
  - h) Motivate the employees always with positive approach and make them satisfied
- Facilitating career growth opportunities: colleges should provide necessary opportunities to climb up the ladder of the organization
- Conducting exit interview: if a key employee resigns, management should meet the employee to discuss his/her reasons for leaving and evaluate if his/her issues bear merit and whether they can be resolved
- Implement both Carrot and Stick strategies of retention together: Organizations have to practice both 'the offer of reward' (bonus, extra leaves availing facility, promotions, salary hikes, and announcing awards etc.) to employees who retain for long period and the 'threat of punishment' (no bonus, not paying last month salary, collecting fine for bond breaking, and not issuing experience certificate etc.) to the employees who want leave in a short span without any intimation and notice.
- Framing and implementing good promotion policies: Announcing, communicating and motivating employees by projecting benefits and facilities provided by the company to employees frequently. And create a feeling that they are growing both personally and professionally.
- Offering voluntary benefits: Free insurance, extra medical benefits, bonus, free tour trips and special pays to long stayers.
- Maintain relations and lift up personal attachments: sending wishes to birthdays, marriage days and festivals. Give preference, respect and value to long stayers
- Attractive and feasible pay packages to long stayers and offer non monetary benefits
- Pay compensations and remunerations equally but in the context of performance.
- Recognition of hard work and dedication with rewards and awards
- Create employee friendly work environment with hygienic facilities
- Flexible working times

Hence, Mathematical expression of retention can be write as:

**Retention** = *f* (Precautions, Growth opportunities, Exit interview, Carrot & Stick, promotions, Voluntary benefits, Attachment, Pay package, Rewards & Awards, Friendly work environment, and Flexibility)

### The 7 stage process of Teachers' Mobility management

Even though mobility gives some benefits, it is a bit dangerous if one not managed it in a proper manner. Mobility management is a continuous process because the reasons and consequences of mobility are different from one to another hence one strategy does not work for all cases. So, management should evaluate different factors of mobility from time to time and need to make necessary policies to control the mobility. Teachers' mobility has two sides both positive and negative; it is the responsibility of the organizations to arrest the negative impact and tray to make that negative impact as



positive impact through implementing right strategies of Teachers' Mobility Management. Generally mobility management consisting of below stages:

- Stage 1: The collection of data on mobility patterns
- Stage 2: Analysis of data on mobility patterns
- Stage 3: Identification of main factors effecting Teachers' mobility
- Stage 4: Making policies and development of strategies to retain the Teachers
- Stage 5: Implementation of policies and strategies
- Stage 6: Continuous evaluation of strategies
- Stage 7: Revision of policies and strategies from time to time as per the circumstances

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