

**CAUSES OF TURNOVER OF BOARD OF GOVERNORS TEACHERS: A CASE OF  
PUBLIC SECONDARY SCHOOLS IN KITUI CENTRAL DISTRICT**

**HELLEN MUMBE ZAKAYO**

**E35S111/01322**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS OF BACHELOR DEGREE IN EDUCATION( ARTS)  
OF MOUNT KENYA UNIVERSITY.**

**SEPTEMBER, 2013**

## ABSTRACT

This study focused on the causes of turnover amongst Board of Governors (BOG) teachers: a case study of public Secondary schools in Kitui Central District. There have been understaffing in the Kenyan Secondary schools and the situation worsened after the introduction of free secondary education. As a result of understaffing, schools employ BOG teachers on temporary basis to help the TSC teachers achieve the objectives of education. The BOG teachers leave their jobs either voluntary or involuntary and for varied reasons. The turnover leads to time wastage before replacement and extra expenses are incurred by the schools as they carry out replacement. Performance of a school is also negatively impacted by the high turnover. This study sought to find out the causes of high turnover of BOG teachers in Kitui Central District as its general objective. The specific objectives of the study were to determine if poor working conditions and poor compensation are the main causes of the high turnover. Failure by the respondents to fully fill in the questionnaires may be a limitation but the researcher did field-editing and requested the respondents to fill any missing information. The second chapter of the study focused on literature review; an introduction, theoretical framework and a review of what other researchers have written on turnover. Compensation, job security, job satisfaction and poor working conditions are the variables to be tested in this study. The study used Equity theory and Motivation-hygiene theory in the theoretical. This study sought to fill in the knowledge gap in the other studies which have been carried out on turnover in western countries but none has focused on BOG teachers and more specifically in the area of study. Chapter three of this study highlighted the research design and methodology used in the study. Descriptive research was employed in the study which is a case study. The target population was thirty schools in Kitui Central District each with six BOG teachers. Probability sampling techniques was used to sample the 100% school principals and 30% BOG teachers required for the study. Questionnaires and interviews were used as tools for data collection. Data analysis was aided by statistical methods and excel and its presentation by pie-charts and bar-graphs. The analyzed data provided useful information for decision making by the schools' management, Ministry of Education and it will act as a building block for future researchers. The study embraced high ethical standards to ensure that the quality of the research conclusion was not compromised.

The study found out that the factors that cause the high turn over of BOG teachers in the area of study include; job insecurity, job dissatisfaction, poor working conditions and under compensation in order of the extent in which they cause high turnover which leads to time wastage before replacement is done hence poor students performance due to late syllabus coverage or failure to cover it all.