

# Research on Teacher Turnover in Private Colleges

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**Abstract**—The rapid development of private colleges has become the indispensable part of education industry in China. But as the development of private colleges also derived a series of teachers' problems at the same time, poor stability and large liquidity become the important reason affecting the development of private colleges. Through the analysis of the behind reasons and harmfulness of private college teachers flow problems, this paper puts forward some improvement countermeasures and suggestions to the problem of private colleges, hoping to have certain reference significance in the private higher education of China.

**Keywords**—private colleges; the mobility of teacher; reasons; countermeasures

## I. INTRODUCTION

In 2018, President xi pointed out at the teachers' day symposium that the whole party and society should promote the social custom of respecting teachers and valuing education, strive to improve the political, social and professional status of teachers, so that teachers can enjoy their due social prestige and make new and greater contributions to the cause of the party and the people in their

posts of teaching and educating people. In particular, college education industry has always been an important direction of national development. The teaching staff of college education has been showing a growing trend, but with the phenomenon of teacher mobility is also obvious by the increase of teachers.

## II. THE BACKGROUND OF RESEARCH

With the development of more than 30 years after the reform and opening-up policy, China's education industry has achieved rapid development, which from the elite teaching concept has been transformed into a popular teaching mode, education facilities is more and more diversified, especially the development of private colleges further add new blood to Chinese education. The hardware facilities of private colleges and the management concept of students are constantly close to our public colleges. According to the 2016 education development statistical announcement, there are currently 171,000 private schools at all levels and types in China; the number of newly enrolled students has reached more than 16.4 million; and the number of students also grows every year ("Table I").

TABLE I. COMPARISON CHART OF PRIVATE COLLEGES AND PUBLIC COLLEGES FROM 2012 TO 2018

	2012	2013	2014	2015	2016	2017	2018
Public colleges (institute)	2083	2070	2090	2118	2128	2134	2142
Number of students (10,000)	2791.8	2902.2	2953.1	3036.1	3080.2	3011.3	3024.6
Private colleges (institutes)	707	718	728	731	742	747	750
Number of students (10,000)	533.2	557.5	605.9	610.9	634.1	638.4	649.6
Number of private colleges/public colleges (%)	33.91	34.69	34.83	31.66	34.88	35.00	35.01
Ratio of students in private and public colleges (%)	19.10	19.21	20.02	20.12	20.59	21.20	21.48

<sup>a</sup> Data source: 2012-2018 national statistical bulletin on education development

However, with the development of private colleges, there are also important problems, such the high turnover rate and high mobility of college teachers, which has an important impact on the development of our private colleges.

## III. LITERATURE REVIEW

With the continuous development of education, more and more scholars begin to pay attention to the problem of university teacher turnover rate. Researching on the

phenomenon of teacher turnover in Beijing universities, which founded that the phenomenon of teacher turnover became particularly serious after the national "double-first-class discipline" construction was launched. How to retain young teachers is a difficult problem in universities in Beijing at the present stage (Deng Lina, 2019). Chen Haifeng has mentioned in his article that private higher education is relatively weak in scale and strength which compared with public higher education, especially in property rights, funds,

teachers and other issues, which is the main reason for the high turnover of private higher education teachers (Chen Haifeng et al., 2019). Due to the low human resource management level of private colleges, they are unable to build a high-quality teacher team, which leads to a large turnover of teachers and to a certain extent is not conducive to the healthy and sustainable development of private higher vocational colleges (Tang Jia, 2019).

A large number of scholars have shown that the staff turnover of university teachers will lead to the resistance of the development of private colleges. Therefore, some scholars have started to study how to reduce the turnover rate of university teachers. On the issue of the turnover rate of university teachers, Zhou Ling proposed that the psychological contract between university teachers and universities could effectively reduce the turnover rate of young university teachers (Zhou Ling, 2015). Based on the analysis of the influential factors affecting the turnover rate of university teachers, Liu Xiaoqiang put forward some strategies to reduce the turnover rate of staff, such as improving school management, rebuilding the school organizational environment, reforming the recruitment of school teachers and improving the incentive mechanism (Liu Xiaoqiang, 2019).

#### IV. THE REASONS FOR THE HIGH TURNOVER OF TEACHERS IN PRIVATE COLLEGES

##### A. *Low Salary Level and Imperfect Reward System*

A scientific and reasonable salary system is the key to attract and stabilize talents teachers, a good welfare system must be established for private colleges to attract and retain excellent teachers. Private colleges teach task is heavier such as teaching task of every week, applying for subjects and patents, publishing papers, and taking the student to participate in the competition and so on, however, the wages of private colleges are far lower than public colleges at the same level. The reward system of private colleges is also not clear. Because of lacking specific, reasonable, exact reward rules and regulations, so the local private colleges teachers' labor pay serious don't match with economic income, which resulting in a serious loss, reduced the enthusiasm of young teachers and the quality of life. so if it always stay at underpowered condition, thus will lead to the high teacher turnover of private colleges and liquidity.

##### B. *Few Professional Training Opportunities and Limited Development Prospects*

If teachers want to constantly breakthrough in their domain professional knowledge, they need to go out to understand the current for our whole preface part of professional development unceasingly, on the one hand, teachers can understand the new development in research on the same field of research of scholars through the academic annual conference, it will be beneficial to topics declaration and write a better quality thesis for teachers, on the other hand, it can meet research experts in the same of field and Communicate with them to create a sparks of thought in the academic conference. However, private colleges do not encourage teachers to attend such professional academic

conferences as a whole. In addition, teachers in the same field of study in the whole school seldom communicate with each other and fight for themselves, which leads to a weak academic atmosphere of scientific research. In addition, compared with public colleges, the government's investment in private colleges is almost zero, which causes our private colleges waste in education, scientific research, training and other aspects by themselves, so the overall investment intensity will not be very large. And the high level type of subject registered is not open to private colleges, thus has affected the teachers' title assess seriously, so the private colleges will present a lack of high professional title evaluation quota, low attention by experts, limited resources by school, which make teachers personal development into bottleneck in private colleges, and rising and development of the space also is not enough.

##### C. *The Source Is Complex and the Structure Is Not Reasonable*

The teaching staff of private colleges mainly consists of four parts: one is the retired professors with high professional titles; Second, part-time teachers in public colleges; Third, fresh graduate students; Four is the enterprise staff member that turns from the enterprise to the university. In order to increase the proportion of high title teachers, private colleges will be imported a large number of retired professor, In addition to the necessary teaching task, they want not to go to declare and high quality level of the paper, because they feel happy to spend their retirement time in work of colleges, if they once feel unhappy, departures may at any time. For part-time teachers in public colleges, once our part-time job conflicts with their school work, they will resolutely choose to quit their part-time job in private colleges. Fresh graduate students do not have working and teaching experience, so they need to accumulate and learn constantly. However, once they have accumulated enough teaching experience, they will choose to apply elsewhere if have a good opportunity. Some may choose to pursue a PhD, in order to enter a better public school. Finally, the teaches from the enterprise, most want to change their unhappy work environment, because the school don't like in the workplace, the overall environment is simple, but once found that low salary and the slow pace of life is not they want, they will be resolutely choose to leave.

##### D. *The Management Mechanism Is Unscientific and Lack of Transparency*

Private colleges is different from our public colleges in the whole management system, the top leaders of the qualifications of the personnel relationship is adjusted by the ministry of education in public colleges, so the whole staff are professional and system is transparent. But the management of private colleges is more like a company's organizational, the chairman of the board of directors shall have the right to appoint important department leadership staff and nepotism became more usually, so private colleges management system will not open and transparent. if private colleges want to rise speed up the Undergraduate assessment, they will increase with the people who have Doctor's and master's degree, and increased the famous master of post allowance on the basis of the original master's wage level,

and Provide scientific research start-up and resettlement expenses to new Dr. However, the professor and master who have cultivation of many years in school without the welfare treatment, so that it can produce with the level of differentiation and disharmony phenomenon between teachers; it will reduce teachers' work enthusiasm, thus low teaching efficiency.

#### V. THE HARM OF THE LOSS OF TEACHERS IN PRIVATE COLLEGES

##### A. *Interrupting Scientific Research and Teaching*

The stability of the faculty is very important for our students and schools in college teaching management system, and the loss of private college teachers will cause serious influence to private school, such as interrupting in scientific research and teaching work of "fault". On the one hand, it will destroy the continuity, on the other hand, it also reduce the education quality of teaching. the pre-established research team may be interrupted or declared due to the resignation of important teachers in the team of teachers, our students with teacher has been established in the familiar sense of tacit understanding in teaching process, which is familiar with the teacher's class teaching style and ways of thinking, so students will also need a long time to get used to new teacher methods, thus situation will also aggravate the burden of students and will cause bad effect on the student mind. Finally, it will seriously affect China's private colleges' admissions word of mouth.

##### B. *Low Cohesion and Serious Economic Losses*

If someone in our team departure continuously, those actions will affect thoughts which still work here, especially teachers who have obvious improvement in aspects such as salary and lifestyle. Most people will think about whether I also need to change the work environment, so the whole team presented poor cohesion and lower worker productivity. It is not better to construction of teaching staff.

When we have teachers departure this private school, the most direct economic loss for our private colleges performance in the new teacher recruitment and training expenses, leaving expenses, etc., if private school recruit appropriate match new teacher, it still need time to train them, the process can produce recruitment, interview fee, management fee, training fee and "pass, side, belt" fee, these are add to the cost of choose and employ spend.

##### C. *The Rate of Student Turnover Increased and the Reputation of the School Decreased*

With the continuous expansion of the enrollment of private colleges, the number of students has shown a linear rise, which requires the match strength corresponding faculty, the normal teacher-student ratio should be 1:3, but according to the survey, most of the teachers are not matched normal enough in private colleges. Private colleges face a serious imbalance between teachers and students proportion, and the original teacher's departure which drive the existing teachers' psychological anxiety, so it will affect our class teacher quality level, giving students the loss of people's hearts and the decline of academic style impression of the whole school,

it will be affect the school's reputation propaganda. the private colleges which want to continue orderly running down is needs a stable resources, teachers, scientific research, teaching, discipline construction. However the phenomenon of teachers' liquidity will directly negative impact to the school teaching and scientific research. Furthermore, it will still adverse effects on the sustainable running of our private colleges and affects the establishment of brand and the sustainable development of private colleges.

#### VI. THE COUNTERMEASURES OF HIGH TURNOVER RATE OF TEACHERS IN PRIVATE COLLEGES

After analyzing the reasons behind the turnover of private teachers and the impact on schools, we have a profound understanding of the important influence of high turnover rate of teachers in private colleges. Next, I will discuss the specific measures to reduce the high turnover of teachers from the following aspects.

##### A. *Strengthening Government Investment in Private Education*

Over the long term to distinguish between private and public school's higher standard is the main part of the funding source and bear legal department. Private colleges mainly came from the organization for personal education and civil society, private individuals undertake the main body of law, and our public college's investment mainly comes from the national government. But private education is becoming more and more mature, now it has become the indispensable part in our college education. According to the regulations of "private education promotion law", government can set up special funds and adopt funding, but there is no clear provisions must push down. So, only Liaoning, Jilin, Hunan, Hebei and Jiangsu five provinces have disclosed relatively detailed policies and regulations until September 1, 2017, and most of them are still learning policies or actively promoting.

##### B. *Establishing Guarantee System for Teachers in Private Colleges*

A sound basic guarantee system is the most basic reason for retaining teachers. According to the law on the promotion of private education: private teachers can enjoy the same welfare treatment as public colleges, such as: calculate length of service, social insurance, housing accumulation fund, business training, etc. In fact, it is quite different, private colleges for teachers to buy social insurance and housing accumulation fund is the local minimum of basic level, the private colleges teachers material guarantee, improve working conditions and living conditions right did not get good maintenance. For housing health care, retirement welfare rights, the problem of their children to school have not been effective maintenance especially, the basic security system hasn't formed, so as to make the private teachers lack of job security and belonging.

##### C. *Establishing Reasonable Researching and Training Mechanism*

Private colleges scientific research atmosphere is not high is the common fault of the private education, but

teachers must carry on the scientific research and papers published to professional evaluation, so private colleges can take out a part of stable money to encourage teachers declare subjects, because the subject of declaration is sometimes need the corresponding title, the old professor should play actively for the advantages of the mechanism of mentoring young teachers, thus young teachers can quickly into the collective, next, private schools can organize teachers about teaching business, scientific research and business training, providing the opportunity to go abroad for further study, to encourage teachers to go out and learn more new teaching methods and the foreword research status of professional-related, it can realize the self-growth of teachers in the organizational mechanism of schools, so as to break the unfair situation of professional title evaluation for public colleges and private colleges.

#### *D. Improving the Pay of Teachers in Private Colleges*

Employees choose to resign an enterprise, the key reason may be the salary can't meet current demand, the teacher is also a kind of profession, and most in private colleges are all belong to the young and middle-aged teachers who is growth consumption period, when the current welfare treatment can not meet his demands, they will choose another job eventually. According to the study, "as the teacher income index can reach more than 1.3 times the local income, the team is stable and positive". However, the salary level of teachers in several private colleges can not reach this high level. Therefore, the fundamental reason why teachers in private colleges leave is still determined by welfare benefits. Low salary, more efforts and low income are the key points for teachers in private colleges to leave.

### VII. CONCLUSION

With the continuous development of college education, private colleges have become an indispensable part of college education, and private colleges have become the cradle of application-oriented talents for the society. However, there are still obstacles restricting the development of private colleges, which the problem of high turnover of teachers has always been the most intractable. This paper analyzes the reasons behind this problem and proposes corresponding solutions, hoping to provide some reference for China's private higher education.

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