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## CHAPTER ONE: INTRODUCTION

### 1.0 Background of the Study (Context of Research)

According to World Bank (2019), they alluded that education plays a significant role for the younger generation where it will help to end poverty, increase prosperity and most importantly to improve health, gender equality, peace, and stability within the Education System. In countries with low direct compensation package, teachers tend to migrate, hence, majority of the primary and secondary school students are lacking the necessary literacy and numeracy skills to advance them to the university level.

The Primary and Secondary school plays an integral role in society whereas without these schools, there will be no future for the younger generation. This study is inspired by numerous causes that is currently taking place in Jamaica where the Primary and Secondary School teachers are leaving the country for better opportunities abroad. This is causing a massive brain-drain on the country whereas some students showed up for school and no teachers are in the classroom to educate them. I must allude that the Government of Jamaica should take the effects of direct compensation seriously where it plays a crucial role in a country's growth and development. Thus, a proper direct compensation system will help to retain the teachers so that they can remain in the country to educate the youths.

This study is to provide results to the Ministry of Education and the Government of Jamaica so that they will be able to develop an effective system to create a better opportunity for the teachers of Jamaica, as well as to eliminate the brain drain that the country is currently undergoing. The power of direct compensation will play a vital role in establishing a powerful relationship between the Teachers and the Government of Jamaica. Thus, the



teachers will feel encouraged to perform their tasks, they will feel more valued to their organization, and it will increase their staff morals.

Manurung (2017) conducted a study elaborating that employees should be rewarded for their work done. Hence, direct compensation plays a magnificent role on labor turnover rate especially within the Education System where the teachers work extremely hard, and they are not properly compensated. Manurung (2017) depicted that teachers within the primary and secondary school have approximately Fifty to Sixty (50-60) students in their class, so they should receive a better direct compensation package. The power of direct compensation can be used to:

- ❖ Recruit as well as to retain all the qualified and well-trained teachers
- ❖ Improve and maintain Morales and Satisfaction within the Education Industry
- ❖ Reward and recognize the teachers for work done
- ❖ Achieve and maintain the goals and objective of the Education System
- ❖ Decrease the high Labor turnover rate of primary and secondary school teachers.

## 1.1 Statement of the Problem

According to Jamaica's Permanent Secretary within the Ministry of Labor and Social Security, Ridsen (2019), she emphasized the economic and the sociocultural frameworks are destroyed by migration of teachers who are migrating to seek better opportunities abroad in country like United States of America and Canada whereas this negatively impact the National Development and Jamaica's micro and macroeconomics indicators within the country. Moreover, Ridsen (2019) indicated that there are various disadvantages surrounding the migration of teacher, where she described the situation as scarcity. This means that the loss of teachers who are well trained and have vast amount of experience will impact the country negatively. Presently, the country is impacted by the reduction of primary and secondary teachers, so the Education System is now recruiting individuals who are not a certify teachers and they are also recruiting university students to fill the vacancies within the primary and secondary schools for the upcoming school year.

The Most Hon Andrew Holness (2022), the Prime Minister of Jamaica, announced that the Government of Jamaica saw the teachers' migration as a threat to the ability of quality education for the country. He alluded that the Government can't prevent the teachers from leaving the country especially if they have no obligation in a form of bonding or owing the Government of any fee(s) that will bond them to the country. The Prime Minister made a speech where he emphasized that the country is losing quality teachers in critical subject areas, and this is posing a problem to the education system in Jamaica.

The Hon Fayval Williams, Minister of Education and Youth (2022) emphasized that some primary and secondary schools are experiencing shortage of teachers because they migrated for better opportunity abroad. She highlighted that the Ministry of

Education and Youth is estimating that approximately One Thousand Two Hundred (1,200) primary and secondary school teachers will be resigning their job due to little to no direct compensation package. The Minister of Education and Youth said that the loss of skilled and experience primary and secondary school teachers are causing significant pressure to the Education System.

### 1.2 Purpose of the Study

The main purpose of this study is to investigate the effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica. In addition, the researcher intention is to provide the relevant authorities with the results, so that they will be able to provide a better direct compensation package to the primary and secondary schools teachers in Jamaica.

### 1.3. Research Objectives

1. To analyze the extent to which little to no direct compensation affects the labor turnover of primary and secondary school teachers in Jamaica's Education System.
2. To determine what are the reasons as to why the Government of Jamaica direct compensation package have an impact of the primary and secondary school teachers.
3. To investigate the various kinds of direct compensation required to reduce labor turnover rate in the Education System of Jamaica.
4. To discover how the primary and secondary school teachers feel about their present direct compensation package that they are receiving from the Government.

5. To examine the primary and secondary school teachers' workload when compared to their direct compensation package.

#### 1.4 Research Questions

##### ***Research Question***

“Effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica”

##### ***Sub Questions***

1. To what extent does primary and secondary teachers affect by the turnover rate in the education system of Jamaica?
2. What type of direct compensation package does the primary and secondary teachers felt would motivate them and reduce the high level of Turnover rate of Teachers in Jamaica?
3. In what way does limited to no direct compensation package affect the turnover rate of primary and secondary teachers of Jamaica?
4. What are some of the impacts does direct compensation have on brain drain in the education system in Jamaica?

#### 1.5. Rational of study

The level of high turnover rate of primary and secondary school teachers within the Education System in Jamaica is causing the education system to lose all the quality teachers who will take the time to encourage the students that reading is fundamental. It can be seen where the labor turnover of these teachers is jeopardizing the education system of Jamaica. Hence, there are no more quality services within the education system; hence, the researcher

saw the need to conduct an investigation to determine whether or not direct compensation is a contributing factor to the high turnover rate of the primary and secondary teachers of Jamaica (Getnet & Taye, 2020).

## 1.6 Significance of the study

Upon conclusion of this research on the primary and secondary school teachers of Jamaica, which falls under the Ministry of Education and Youth and the Government of Jamaica, the researcher hoped that the results will be advantageous to the following stakeholders:

### 1.6.1 The Ministry of Education and Youth

This study can be used to assist the Minister of Ministry of Education and Youth and the Management Team to understand how the effect of direct compensation can affect the primary and secondary teachers of Jamaica. This will help them to put different measures and strategies in place in order to reduce the turnover rate of these teachers. Most importantly, they will be able to create greater opportunities for these teachers as well as to reduce the high level of brain-drain that Jamaica is facing currently. Once the Ministry of Education and Youth motivate these teachers, then they will be able to retain the well-trained teachers within Jamaica. Vitaly, they will be able to retain the primary and secondary teachers with over 30 years of experience in the education field. These strategies will help the Ministry to save money, where they will not have to spend money to train the new teachers, because the well experienced teachers will train the new teachers that are coming onboard which will not cost the Ministry.

### 1.6.2 Researchers

This study will be useful for the future researchers who want to conduct research on the education system in Jamaica. This research can be used as an influencer for the primary and secondary school teachers so that they can all know how direct compensation can affect their performance. Hence, this can use this robust research to seek a better direct compensation package from the Ministry of Education and Youth.

### 1.6.3 The Government of Jamaica

This study will be beneficial to the Government of Jamaica where the researcher believes that once the Government of Jamaica develop an effective system for the primary and secondary teachers, they will not migrate for better opportunities because they will have greater opportunities within the country. Once they are valued and motivated, they will work extremely hard to ensure that all the students learn so that they will become a well-rounded nation builder in Jamaica. Most importantly, if they are direct compensated properly, they will influence their families and friends to be a part of the education system in Jamaica because they are treated well in terms of proper direct compensation package.

### 1.7 Limitation of study

In order to complete this research on the effects of direct compensation on the primary and secondary school teachers in Jamaica, the researcher predicted vast number of limitations that can reduce the quality of this research. The limitations are as follows:

1. Due to the Covid 19 Pandemic, majority of the primary and secondary school teachers are working from home.

2. The education system is under a massive brain-drain, so the experienced primary and secondary teachers are limited in Jamaica.
3. Access to confidential information from the Ministry of Education and Youth as well as the Government of Jamaica.
4. Sample size may be affected. Due to the migration and work from home of the primary and secondary school teachers in Jamaica, the researcher believes that the sample size can be affected. Hence, the researcher will not get much information from the well trained and experience teachers.
5. The researcher conducted the research at one primary and one secondary school in Jamaica. Due to the workload of these teachers, the researcher used a sample size of 30 participants. 15 participants from the primary school and 15 participants from the secondary school teachers.
6. The officials informed the researcher to exclude their name from the research process.

### 1.8 Delimitations of study

This research was narrowed down into two major variables which include direct compensation as well as turnover rate of teachers in Jamaica. Hence, the two major variables will be used to determine how they affect the primary and secondary school teachers of Jamaica.

## 1.9 Assumptions of study

Before the starting of this research, the researcher made the following assumptions:

1. The primary and secondary school teachers will provide the researcher with honest and accurate responses when answering the questions on the questionnaire.
2. The participants will participate in the research willing without expecting and tokens or gift.
3. There would have been no controversy during the research period.
4. This study will be the number one trending topic at the Ministry of Education and Youth.
5. The primary and secondary school teachers will benefit from the robust research.
6. The Ministry of Education and Youth as well as the Government of Jamaica will intervene to rectify the brain-drain of the primary and secondary school teacher of Jamaica.

## 1.10 Definition of terms

**Compensation** – this can be referred to as an income in the form of money, whether direct or indirect goods or services that the employees received for the hard work that they have put in the company, so that the company can achieve its goals and objectives. Thus, compensation plays a magnificent role where it helps to attract and retain well-skilled, experienced, and talented employees. I must allude that compensation in an organization is



very powerful because once the organization compensate their workers; the workers will work extremely hard (Anugrah & Putri 2020).

**Direct Compensation** – this can be described as direct gifts or tokens etc. that employees received from their organization for their hard work that they would have given the organization in order for them to achieve their goals and objectives. Direct compensation can take the form of wages, salaries, bonuses as well as incentives. I must explain that direct compensation also add value to the organization value where the employees will remain ethical and work well so that they can be compensated directly for their work done (Haryono, Lestari, & Kurnia, 2020).

**Labor Turnover** – this can be explained as a devastating factor for an organization where employees tend to leave their organization to take up better opportunities. Hence, labor turnover focuses on the ratio of employees who leave their organization as a result of attrition, dismissal or even resignation. Employees who receive little to no direct compensation will tend to resign from their organization (Garino & Martin, 2015).

**Primary School** – this can be referred to as an institution where younger children will receive the first stage of their academic learning process. In primary school, this is where children will learn the do's and don'ts and different ways of how they can learn at this stage (Storm & Soininen, 2015).

**Secondary school** – this can be alluded as a stage where children continue their learning process which shape their adolescent which includes participation in social, political as well as economic activities which allows them to become a well-rounded individual. The secondary school will shape their readiness for the Tertiary level (Jacob & Lehner, 2011).

## Chapter 2: Theoretical Literature Review

### 2.0 Overview

According to Cantero (2019) a literature review can be referred to as a collection, classification, as well as evaluation of research topic/s that researchers would have conducted. The use of literature review will be helpful for researchers to find existing literatures that are related to the researcher's problem statement and objectives. Moreover, a literature review will help the researcher to provide a wide understanding of the issue/s on the topic that they are investigating.

The purpose of literature review will help the researcher to get their own understanding from other researcher's topic/s that are related to their study of concentration. Most importantly, a literature review will help the researchers to gain insights of how the different researchers apply their knowledge on their research that they have conducted. Hence, this will help to sharpen the researcher analytical skills by focusing on the effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica (Mudavanhu, 2017).

The literature review of this research focused on the effects that direct compensation has on the primary and secondary school teachers in Jamaica. In this research, the researcher used various scholarly journals and articles that are related to the effect of direct compensation and turnover rate of primary and secondary school teachers. Most importantly, the researcher used journals and articles that are no later than eight (8) years. This is to ensure that the researcher used journals and articles etc, that are valid which will be beneficial to this research.

## 2.1 Direct Compensation Concept

Direct compensation plays a sophisticated role in the education system which is a key factor to reduce turnover rate of the primary and secondary school teachers in Jamaica.

Andayani and Niar (2019) alluded that direct compensation is where rewards and recognitions are given to employees which will reduce the turnover rate within the education system. Thus, direct compensation is a form of proper wages or incentives that the primary and secondary school teachers needed in order to reduce the migration of the qualified teachers within the country.

Suyono, Elisabeth and Setianto (2020) conducted a research where they argued that organization must always ensure that employees are satisfied with their direct compensation package. They emphasized that once employees are satisfied with their direct compensation package/s, they will work extremely hard which will reduce labor turnover and brain-drain of a country. They mentioned that there are various key factors that are surrounding direct compensation which includes the following factors:

1. Direct compensation should be paid to employees for their hours and energy that they have put in so that help the organization to achieve their targets.
2. Organizations should provide proper direct compensation to employees when their performance exceeds the organization's standard. Hence, they can be compensated directly based on their performance.
3. Employees who have over ten (10) years of services within the organization should receive a fair direct compensation package.
4. Employees should be rewarded and recognize whenever they completed their tasks and responsibilities before the deadlines.

## **2.2 Categories of Direct Compensation**

### **2.2.1 Hourly Direct Compensation**

This is a form of direct compensation that organization used to pay their workers. This is where the employees will receive their hourly pay or rate of each hour that they would have work on a daily base. Many organizations, especially in the education industry, the primary and secondary school teachers are not compensated properly. Hence, majority of the primary and secondary school teachers worked long over time hours, and they are not compensated for those hours. Once an employee work overtime, they should be compensated. However, most organizations take disadvantages of their employees when they use the hourly direct compensation package. Reason being, once an employee is absent from work, then they will not earn any hourly rate for that day (McCorkle & Fogleman, n.d).

### **2.2.2 Salary**

This is a form of direct compensation package that organizations used to compensate their employees. Thus, salary is a direct compensation package that employees received from their organization for their services that they are providing to the organization. Hence, salaries that are paid to the employees, it contains various aspects such as basic salary, allowances, and other aspects. Many organizations refused to compensate their employees properly. Hence, this is one of the main reasons as to why the education system in Jamaica is losing their quality primary and secondary school teachers. Since they are not properly compensated for their work done or their services, they tend to migrate to other countries so that they can secure better opportunities. Most importantly, salary is the most important factor that can drive a positive satisfaction rate of employees in every organization, especially within the education industry (McCorkle & Fogleman, n.d).

### 2.2.3 Commission

This is a form of direct compensation package that some organization used to compensate their employees. For organizations who are selling goods/services, they tend to compensate their employees based on commission. Thus, majority of the employees will work extremely hard to earn their commission, while some employees are not good at sales. Hence, organization tend to under pay their employees even when they are generating excessive sales for the organization. A fair commission rate will enhance high quality performance of employees whereas they will work extremely hard to ensure that they organization reach its quota as well as to achieve their goals and objectives (Soliman, 2019).

### 2.2.4 Bonuses

This is one of the most vital direct compensation packages that many employees look forward to all year round. Many organizations tend to give their employees bonuses especially in the Christmas season. Bonus plays a crucial role in employees' performance. Once they are given bonuses, they will ensure that they meet the goals and objectives of the organization. I must allude that once an employee received their bonuses, they will feel motivated which will lead to little to no labor turnover rate within the organization. Once an employee receives no bonuses, they will no feel motivated to carry out their task. In the education system of Jamaica, they primary and secondary school teachers are not motivated, and they are not carrying out their task effectively and efficiently. This is a sign that they are receiving little to no bonuses. Hence, this will cause a high turnover rate in the education system of Jamaica which will lead to high brain-drain (Soliman, 2019).

## **2.3 Causes of Labor Turnover on Primary and Secondary School Teachers**

Primary and Secondary school teachers are migrating rapidly from Jamaica's Education System. They tend to migrate in countries that see their worth and compensate them for their work. Akinyomi (2016) depicted that primary and secondary school teachers set the standard for the younger generation. Hence, without these teachers, the younger generation will have no future ahead of them. Akinyomi (2016) argued that the following elements are the main reason as to why the primary and secondary school teachers are migrating. These elements are:

### **2.3.1 Poor direct compensation package**

The primary and secondary school teachers are not properly compensated directly. Hence, once they are not receiving any form of proper direct compensation, they tend to leave their country and seek better opportunities abroad in order to pay off their loans and sustain their families. High direct compensation plays a magnificent role on retention within the education system. Once these teachers are compensated properly, they will not leave their country to better another country. I must allude that poor direct compensation package will cause a massive reduction of teachers who are highly educated and have over 10 years on teaching experience.

### **2.3.2 No opportunity for growth**

No opportunity for growth is another factor that is causing the primary and secondary school teachers to leave their country. Once there is no growth within an organization, then the employees will leave to find an organization where they will be able to grow. If there is no opportunity for growth, there will be no robust education system. Thus, when employees are employed to an organization, they are expected to grow gradually. Once they are

growing, then they will remain with the organization and help the organization to achieve their goals and objectives. If they are not growing, then they will move on to an organization where they will be able to growth rapidly.

### 2.3.3 No Recognition

The primary and secondary school teachers in Jamaica are fighting for recognition. They are not getting enough attention from the Ministry of Education and Youth and by extension, the Government of Jamaica. Recognition plays an important role in attaining well trained and qualified teachers. The teachers have a heavy workload, and they are working overtime to meet the need of their students. Hence, they are getting little to no recognition which posed a negative impact on the education system because the Ministry of Education and Youth is finding it difficult to prevent the primary and secondary school teacher to migrate from the country.

### 2.3.4 Poor Management

Lack of properly management is a contributing factor for the migration of primary and secondary school teachers in Jamaica. The Ministry of Education and Youth as well as the Government of Jamaica are the ones who should ensure they provide proper management and leadership towards the teachers of Jamaica. Since there are rapid migration of these teachers, it can be considered that there is poor management within the education system. Hence, if there was proper management, then the primary and secondary school teachers will be happy in their job, as well as little to no turnover rate of these teachers.

#### **2.4. Relationship between Direct Compensation and Labor Turnover**

Maryati and Siregar (2020) explained that direct compensation is a major factor that can be used to grow a company. Whereas, once the employees are motivated to perform their task, there will be no labor turnover. The rewards that an organization provide to their employees can affect them positively and negatively. Once the employees are rewarded for their work done, then they will put in extra effort to ensure that the organization surpass their competitors and accomplish their monthly target. Whereas, if there is little to no rewards, then the employees will be frustrated and burnt out because the workload is too much when compared to their reward that are receiving. Thus, the organization will not be able to meet the organization's monthly targets and they will not be able to surpass their competitors.

Priadana and Purnomosidi (2020) indicated that direct compensation is a high motivational factor that can be used to motivate employees in order to reduce migration of the primary and secondary school teachers. Once they are motivated, they will always ensure that they will go above and beyond the organization policies and standards. I must allude that organization should utilize the direct compensation strategy which will play a key factor for the organization growth and development. It is clear evidence that once employees are not satisfied, they will resign from their job to find a better opportunity. Hence, this will cause a serious labor turnover rate of the organization.

Labor turnover led to poor direct compensation package. Labor turnover occurs when there are constant movements from employees when they leave their organization to find an organization which they believe is better for them. Hence, this is because they are not satisfied with the organization direct compensation package. Employees tend to leave their organization for various reasons such as poor management, poor diversity, boredom etc. But one of the most common elements for labor turnover is little to no direct compensation. On



the other hand, labor turnover caused an organization to lose their hardworking employees and the ones that are determined to help the organization to achieve their goals and objectives. Thus, this will reduce the production quality of the organization (Getnet & Taye 2020).

## **2.5. Impact of Labor Turnover on the Education System**

The Education system of Jamaica is suffering where the primary and secondary school teachers are not benefiting, so they tend to seek better opportunities. Abechi (2021) highlighted that once there is high labor turnover within the education system, the younger generation will be the ones to pay for the migration of qualified teachers. There are various impacts on labor turnover on the education system which includes:

### **2.5.1 Loss of Experience Teachers**

The education system will lose all the primary and secondary school teachers that are experienced within the education field. This will cause a negative impact on the Ministry of Education and Youth where they will have to find teachers to fill the vacancies every school term. Hence, these teachers are not properly compensated, so the education system in Jamaica will see a decrease in the experience teachers every school term.

### **2.5.2 Recruitment of New Teachers**

There will be a series of recruitment for new primary and secondary school teachers every school term to education that the younger generate can receive their education. However, these new teachers are still in Teacher's College, and some are fresh graduates from Teacher's College. Hence, these new teachers will not have the knowledge and skills just as the teachers who left the Jamaica's education system with vast amount of experience.

### 2.5.3 Low Quality Education

In essence, the quality of education in Jamaica will be low since the country is currently impacted by brain-drain of the primary and secondary school teachers. This will pose a problem or challenge to Jamaica's economic because the value of Jamaica's education system will be below average since every school term the education system experiences a drought in the primary and secondary schools. Thus, these primary and secondary schools that are currently undergoing high labor turnover rates, it is a possibility that they lose their students. As a result, the quantity of students that are enrolled in those schools can reduce significantly.

## 2.6 Theoretical Framework

In research, the theoretical framework plays a crucial role to a researcher's study where it will provide insights on the different theories that are associated with the researcher's topic of concentration. A theoretical framework can be referred to as a framework that contains various concepts, as well as their definitions and existing theory or theories that is deemed helpful within the research process. The theoretical framework will help the researchers to understand the relevant theory or theories that are associated with the research (Kivunja, 2018). Motivation plays a major role in the Education System of Jamaica where the Ministry of Education needs to motivate the Primary and Secondary school teachers to ensure that these teachers remain in the country and provide exceptional quality of Education. The researcher will be exploring various theories of motivation that the Ministry of Education should focus on, in order to retain these teachers. The theories are as follows:

### 2.6.1 Herzberg Two Factor Theory / Motivation - Hygiene

This theory focuses on two factors that motivate employees within an organization which included job satisfaction and job dissatisfaction. This theory highlighted that when employees are satisfied within their organization, they will perform exceptional well and remain within the organization to help the organization to achieve the goals and objectives of the organization. The Hygiene factors concentrate on the various elements of a job that satisfy the basic needs of employees within an organization such as their security, wages, fairness as well as their working condition. However, when the employees met these needs within their organization, they will feel a sense of ownership towards the organization, they will feel valued, motivated, and energized to carry out their roles and responsibilities which will be beneficial to both the employees and the organization (Tan, 2017).

Stello (n.d) highlighted that there are various examples of the hygiene factor which includes:

1. **Salary and other benefits** – This focus on how the employees’ needs are met within the organization. E.g., wages and Insurance. Organizations must ensure that employees are properly compensated in terms of salary and other benefits which is deemed vital.
2. **Working Environment** – The organization must ensure that their employees are in a safe and secure working environment. This will motivate employees to stay within the organization. Hence, this will reduce the high level of labor turnover in the organization.
3. **Supervisory Practices** – This is where the organization should pay close attention to their employees where they should ensure that their employees are properly

supervise. They should ensure that the employees are managed effectively and efficiently.

Bevins (2018), alluded that motivational factors play an extraordinary role within an organization where it is a key element that can be used to motivate employees within the organization. When employees are not motivated, they will not be able to achieve the goals and objectives of the organization. I must allude that motivational factors will allow the organization to win and retain their employees and the organization will become successful and has a positive brand image. There are various types of motivational factors that will be useful within the organization which includes:

1. **Achievements** – The organization should ensure that they reward their employees for helping the organization to reach its goals and objectives. Once employees receive some form of achievements, then they will be able to perform their tasks and responsibility.
2. **Recognition** – Organization should ensure that they recognize employees for their work done. Once they are recognized, then they will work extremely hard within the organization. If they are not recognized, then this will cause high labor turnover within the organization.
3. **Advancement** – Employees should receive advancement within their organization. Once they receive advancement, this is where they will be promoted based on their hard work that they would have displayed over the past years. This is a form a motivation that organization should play close attention to, in order to retain their well experienced and skilled workers.

## 2.6.2 Vroom's Expectancy Theory

Lunenburg (2011) highlighted that the more an employee values the outcome, they will be motivated to achieve their goals and objectives. The more effort the employees put in to be successful, the more chances that they will be rewarded for their work done. The Vroom's Expectancy Theory argued that employee's performance tends to be based upon individual factors such as personality, skills, knowledge, experience, as well as abilities that are needed to carry out their task. The theorist mentioned that effort, performance, and motivation can be linked to an employee's motivational factor to increase their performance.

Parijat and Bagga (2014) depicted that the Vroom's Expectancy Theory uses the variables expectancy, instrumentality, and Valence to strengthen his arguments.

The variable expectancy is where the theorist belief is that the increased of employee's efforts will increase the standard and value of the organization, since increasing of employee's effort will allow these employees to be successful within the organization. The variable expectancy looks at three major aspects which includes:

1. Employees should have the right resources to perform their task.
2. They should have the right skill and mind set to perform their task.
3. All employees should have the necessary support system which will help them to get the job done.

The instrumentality is where the theorist belief that once an employee performs as they should, they will be able to receive a positive outcome based on their hard work and determination that they used to complete their task. Thus, the first level outcome will lead to a second level outcome. If employees do good, then they should expect good from the organization. The instrumentality looks at three principles which includes:

1. They should have a clear understanding of the relationship between performance and outcomes.
2. There should be high level of trust for the persons who are making the decisions.
3. There should be high level of transparency process that will help the employers to know who get what outcomes.

The theorist emphasized that the importance of valence is where employees are expected to achieve their outcomes and become successful within their daily operations. However, valence can be referred to as an emotional orientations employee who hold respect to their outcomes or rewards. The theorist believe that employers should always discover what are the employees needs and wants, as well as what they need to do to ensure that their employees are valued.

### 2.6.3 Maslow's Hierarchy of Needs

McLeod (2018) emphasized that the Maslow hierarchy of need is one of the most predominate motivational factor that organization should abide by. This theory emphasized that employees' actions tend to be motivated by a particular physiological and psychological needs that can be used to motivate employees within the organization. The Maslow's Hierarchy of Needs focus on five (5) motivational factors that are deemed useful to motivate the employees so that they can perform their tasks and responsibilities effectively and efficiently with little to no error because they are motivated. Thus, once they are motivated, they will pay keen attention to details to avoid errors.

According to McLeod (2018), the motivational factors surrounding the Maslow's Hierarchy of Needs are:

1. The physiological needs – This is the needs that employees should receive in order for them to feel comfortable to perform their tasks. These needs are very beneficial to the employees significantly. These needs are food, water, rest etc. The researcher must emphasize that if the employees do not receive their needs, then they will not feel motivated to complete their task. Thus, there will be no positive outcomes because the employees are not motivated.
2. Safety Needs – This is one of the most key aspects to motivation within an organization. Employees must always in a safe and secure environment in order for them to feel motivated to carry out their roles and responsibilities. Organizations must ensure that the employees are in a workable condition that is safe for their employees. The research must explain that once employees are feeling safe and secure, then they will feel motivate within the working environment. Hence, this will also promote a healthy working environment.
3. Belonging needs – Employees must feel a sense of belonging which is a crucial form of motivation for the employees. The employers must love and cherish their employees which a key form of motivation aspect. Once the employees are motivated, they will have a last long relationship with their employers. Hence, the organization will be able to retain these employees.
4. Esteems needs – The organization must ensure that they reward and recognize their employees which plays a massive role in the growth of the organization. Once the employees are reward and recognize, then the organization will grow and surpass their competitors once their employees are motivated. Esteems need is verty crucial

where it gives the employees are feeling prestigious and accomplish based on their work done.

5. Self-Actualization – Once employees are motivated, they will go above and beyond their full potential of help the organization to achieve their goals and objectives as well as to meet their target. Once employees go above and beyond, this means the are satisfied with their compensation package, and they are motivated based on how the organization treat them. Thus, self-actualization plays a crucial role within the organization because employees will use their own initiates on a daily basis, once they are motivated.



## Chapter 3 – Research Methodology

### 3.0 Introduction

This chapter focused mainly on the methodology that the researcher used to investigate the effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica. However, the researcher used a qualitative methodology to examine the variables of this study. Corte and Aspers (2019) argued that a qualitative study is a descriptive as well as conceptual findings that are collected within a research study through questionnaires, interviews or even observation. With the use of the qualitative research, it allowed the researcher to gain an in-depth understanding of the variables associated with the research topic as well as to help the researcher to provide robust recommendations and conclusion. Thus, this will allow the researcher to collect, examine, and interpret the information that were collected from the participants.

In this section, the researcher focused on research design, research goal, population and sample size, sampling method(s), data collection methods and instruments, data collection procedures, reliability of instrument, validity of instruments, data analysis method, field settings and ethical issues.

### **3.1 Research Design**

According to Boru (2018) a research design can be considered as a process for collecting, analyzing, interpreting as well as reporting information in research. However, a major purpose of the research design is to help researchers to provide information that are accurate as it relates to the cause-and-effect relationship between the variables that are associated with the researcher's topic.

Moreover, the researcher's research design was comparative and phenomenology research design. The researcher used the comparative research design to compare the finding between the primary and secondary school teachers. Thus, this helped the researcher to classify, analyze, compare, and explain the similarities and differences from the primary and secondary school teachers. On the other hand, the researcher used the phenomenology research design to gain a deeper insight on the researcher topic based on the primary and secondary school teachers experience and based on what they believe would make things better for them in terms of their direct compensation package. This design is a magnificent approach that helped the researcher to understand and describe the phenomenon surrounding the primary and secondary school teachers experiences and beliefs (Pathak, 2017).

### **3.2 Research Goals**

The goal of this research was to complete this study successfully by ensuring that the research question and sub questions are fully answered throughout the research process. However, the main goal of this research was to examine the effects of direct compensation on the turnover rate of teacher from the primary and secondary schools in Jamaica.

### **3.3 Population and Sampling**

In this qualitative research, there are 30 participants which makes up the population of this study. The participants include 15 teachers from the primary school and 15 teachers from the secondary school. These are schools that are located in Jamaica. However, these participants are a mixture of new and senior teachers from both schools.

In order to semi-interview the participants, the researcher took a purposive approach which was beneficial to this research. Etikan (2016) highlighted that a purposive sampling is one of the most vital approaches within the research process where it will help the researcher to gather qualitative responses from the participants which will give the researcher a deeper insight and a better understanding of the variables that surrounds the research topic which will produce results as well as a solid recommendations and conclusion to this research. Moreover, the participants gave the researcher a better understanding of the variable that were investigated within this research process.

Table 1.0 Numbers of Participants in Populations

<b>Schools</b>	<b>Participants</b>
<b>Primary School</b>	15 Teachers
	10 Senior Teachers
	5 New Teachers
<b>Secondary School</b>	15 Teachers
	10 Senior Teachers
	5 New Teachers

### 3.4 Sampling Methods

In this qualitative research, the researcher used two sampling methods that allowed the researcher to conclude the study. The two sampling methods are purposive and convenience sampling. The purposive sampling helped the researcher to select various samples that were beneficial to the research. Thus, this sampling method allowed the researcher to select the best options in order to arrive at a conclusion of this study. However, the researcher received several valid points from the senior teachers from both schools (Ames & Lewin, 2019). Moreover, since major of the teachers were busy, the researcher used the convenience sampling which reduce the delays in this researcher process. Thus, the researcher interviewed the teachers that were convenience and accessible which beneficial to the researcher. This sampling method permitted the researcher to gather a large amount of information from the participants in a short period of time (Farrokhi, 2018).

### **3.5 Data Collection Methods and Instruments**

The researcher used semi structured interview question as a form of data collection method. Due to the availability of the teachers, the researcher used survey monkey as a form of data collection in order for the researcher to conclude this study. The semi structured interview questions can be seen in Appendix A. Based on the interview questions; part A focuses on the direct compensation packages. The participants provided their responses through the survey monkey. After which, the researcher compiled all the relevant information that is deemed useful for the study. On the other hand, part B focuses on the turnover rate of the teachers in the primary and secondary schools. The participants provided their responses to the questions using the survey monkey. After which, the researcher compiled all the information which helped the researcher to complete chapter four of this research as well as to provide recommendations and conclusion based on the findings. Hence, part captured the demographics of each respondent. The demographics of the participants include gender, salary, age, and which group they belong whether primary and secondary.

The researcher used various instruments in this research which was beneficial to the research process. The researcher used numerous articles and journals in this research. Also, the research relied mostly on the participants responses to provide solid recommendations and conclusion for this study.

### **3.6 Data Collection Procedures**

The research was conducted at the one primary and one secondary school in Jamaica. The researcher requested permission from the school officials to conduct the research. The permission request letter can be seen in Appendix B. Permission was granted from the officials at each school. Moreover, the researcher provided the school official with a letter from Atlantic International University stating that the researcher is a registered student. The researcher informed the school official that they should feel free to ask the researcher to explain any words or information for clarification. The researcher emphasized that the participation is purely voluntary which means that the participants can withdraw at any time without any form of consequences. All the information that the participants provided, will be kept confidential and their names will not be on display. Thus, the data provided will be used for research purpose only and as such, there will be no harm to the participants of this research.

### **3.7 Reliability of Instruments**

Research reliability can be referred to whether a research method can help a researcher to reproduce the same results over and over. The reliability of the instruments was phenomenal. The researcher uses the same semi-structured interview questions to all the participants of this study. There was a high consistency of results under the same condition during the data collection process. The researcher utilized the test-retest reliability method which was beneficial to the researcher. The researcher gave a group of participants the same semi structured interview question more than once. The reliability was that all the results were similar each time they answered the questions. This showed the researcher that the instrument was reliable and wasn't influenced by the external factors (Taherdoost, 2016).

### **3.8 Validity of Instrument**

Validity of instrument can be referred to as how accurate the researcher can measure what they intended to measure from the beginning of the study. This instrument helped the researcher to analyze how the data that were collected, aligned to established theories and other methods of the same concept of this study (Smith & Smith, 2018).

The semi structured interview questions were sent to educational specialists, where they vetted the questions and provide feedback to questions that were not clear or straightforward. The researcher took this approach to ensure that all the questions were structured properly, so that the participants can understand the questions and provide their feedbacks, to ensure that they participants are not frustrated, and to ensure that all the questions are in line with the researcher question and sub questions. With these approaches that the researcher took, the researcher was able to accomplish the goals and objectives of this research.

### **3.9 Data Analysis Methods**

The data analysis methods were deemed important for this research where it helped the researcher to examined and analyzed the data there were collected which helped the researcher to have a better understanding of the variables of this research. However, the data analysis methods that were used permitted the researcher to know the effects of direct compensation on both the primary and secondary school teacher. Moreover, the researcher used a thematic analysis and comparative analysis as the data analysis methods to analyze the findings that were gathered from the primary and secondary school teachers (Belotto, 2018).

The thematic analysis can be referred to as a method that help researchers to identify, organize and evaluate pattern and themes that are useful to the researcher's research. The

thematic analysis was useful where it allowed the researcher to identify various themes and patterns from the participants responses. Thus, the researcher was able to identify themes and patterns from the responses that were important to this study where the researcher used the themes and patterns to address the research questions as well as to provide solid recommendations and conclusion to this study (Victoria and Braun, 2019).

In contrast, the comparative analysis can be referred to as the comparison of two or more results or processes and other objects that will be beneficial to the researcher. The comparative analysis allowed the researcher to compare and contrast the primary and secondary school teachers results to see if they are having the same effects from their direct compensation package. However, this was beneficial because the researcher was able to see that both the primary and secondary school teachers are affected by their direct compensation package when the researcher compare and contrast the finding from the primary and secondary school teachers (Adiyia and Ashton, 2017).



**Table 2.0 Summary of the Research Questions, Method of Data Collection and Data Analysis Methods**

<b>Research Questions</b>	<b>Data Collection Method</b>	<b>Data Analysis Methods</b>
<b>To what extent does primary and secondary teachers affect by the turnover rate in the education system of Jamaica?</b>	Semi-structured Interview	Thematic and Comparative Analysis Method
<b>What type of direct compensation package does the primary and secondary teachers felt would motivate them and reduce the high level of Turnover rate of Teachers in Jamaica?</b>	Semi-structured Interview	Thematic and Comparative Analysis Method
<b>In what way does limited to no direct compensation package affect the turnover rate of primary and secondary teachers of Jamaica?</b>	Semi-structured Interview	Thematic and Comparative Analysis Method

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<b>What are some of the impacts does direct compensation have on brain drain in the education system in Jamaica?</b>	Semi-structured Interview	Thematic and Comparative Analysis Method
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### 3.10 Ethical Issues

Ethical issues play a crucial role in this research. The researcher ensured that all the ethical guidelines are carried out effectively and efficiently. Erazo, 2021 highlighted that it is vital for researchers to adhere to all the ethical principles surrounding the research to protect the rights as well as the welfare of the participants of the research. Researcher ethics can be referred to a set of guidelines that govern the study of a research to ensure that the participants are protected from harmful substances.

In addition, the researcher carried out the ethical guidelines effectively where the researcher seek approval from a primary and secondary school to conduct this research at the institutions. The researcher informed the school authorities that all the information that the participants provided, will be confidential and their names will not be published. Thus, the data provided will be used for research purpose only and as such, there will be no harm to the participants of this research.

Resnik (2020) highlighted that there are various ethical considerations that are useful within the researcher process to protect the participants. The researcher observed the following ethical considerations:

3.10.1 Informed Consent – at this stage, the researcher informed all the participants the reason why this research is being conducted. The researcher informed the participants the purpose of this study, the various methods that are associated within this research process, the relevant person(s) that will have access to the finding of this research and how the information will be used at the end of this study. However, the researcher provided contact details to the participants so that they can ask as many questions as possible.

3.10.2 Voluntary participation – at this stage, the researcher informed the participants that they can participate in this research voluntarily. In this stage, the researcher told the participants that there will not be no form of money or gift for them to participate in this research. Thus, the participants can withdraw from this research process if they choose to do so. Hence, if they decided to withdraw from this research process, then the researcher will not harass or pressure the participants to remain in the research process.

3.10.3 Do no harm – at this stage, the researcher told the participants that there will be no harm during the research process because I will ensure I protect them as best as possible. The purpose for the researcher to conduct this research is not to harm the participants, so therefore, the researcher promised the participants that their privacy will not be revealed no point in time which is a key method to reduce the level of harms in this research process.

3.10.4 Confidentiality – at this stage, it is very vital in the research process. The researcher informed the participants that their information will not be disclose during the research process. Thus, the participants information will not be revealed to any unauthorized authority which is a key confidentiality concept in this research process. In terms of confidentiality, the researcher told the participants that their information kept in a private place that no one have access to, only the researcher.

3.10.5 Anonymity – in this stage, the participants were advised that their names will remain unknown during the researcher process. Anonymity is the protection of the participants personal information that showed remain unknown to protect the reputation of the participants. As promised, the researcher will carry out the ethical guidelines of this research effectively and efficiently to ensure that this research process completed without any chaotic. Thus, the researcher ensured that anonymity took place during the collection of data from the participants.

## **Chapter 4: Data Analysis and Findings**

### **4.0 Introduction**

This study focused on the effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica. This research has two variables that the researcher explored to identify the various reasons the high turnover of primary and secondary school teacher in Jamaica's education system. The researcher found this research topic to be helpful where it will assist the Ministry of Education and by extension, the Government of Jamaica to know how the direct compensation package(s) affects the primary and secondary school teachers.

The feedback from the participants plays a significant role in this research where it helped the researcher to understand the variables of this research where they provided clarifications that surrounding the researcher's topic. Based on the information that were gathered from the primary and secondary school teachers, the researcher used the thematic and comparative analysis to select data that were relevant to the research topic as well as the research variables.

Due to covid 19 restrictions, the researcher conducted a semi structured interview with the participants where they answered all the questions on the questionnaire. Thus, the researcher assessed the information keenly and identified various pattern and themes from the respondents' responses. Majority of the questions have the same responses which can be considered at a reliability of instruments for this research process.

## 4.1 Demographics

The responses from this research were gathered from a total number of 30 teachers from the primary and secondary school. Majority of the responses are from seniors' teachers, and they showed a high level of interest in this research process. Majority of the responses were paid \$120,000 JMD to \$130,000.00 JMD after tax.

## 4.2 Research Questions

### *Research Question*

“Effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica”

### *Sub Questions*

1. To what extent does primary and secondary teachers affect by the turnover rate in the education system of Jamaica?
2. What type of direct compensation package does the primary and secondary teachers felt would motivate them and reduce the high level of Turnover rate of Teachers in Jamaica?
3. In what way does limited to no direct compensation package affect the turnover rate of primary and secondary teachers of Jamaica?
4. What are some of the impacts does direct compensation have on brain drain in the education system in Jamaica?

### 4.3 Research Results

Table 3: Results from Primary School Teachers

**Part A: Direct Compensation Package**

Questions	Major Themes	Summary of Findings
<p>Direct compensation can be described as direct gifts or tokens etc. that employees receive from their organization for their hard work that they would have given the organization in order for them to achieve their goals and objectives. E.g., Wages, Bonus etc. Based on this definition, how would you describe your feelings towards your current direct compensation package(s) from the Government of Jamaica?</p>	<p>Poor and Disappointing</p>	<p>All of the respondents highlighted that their feelings towards their direct compensation package(s) is/are poor and disappointing. They highlighted the direct compensation package is too low based on the vast amount of work that they are doing on a day-to-day basis.</p> <p>Majority of the respondents highlighted that based on their direct compensation package(s) they are not able to provide for their families as they pleased.</p>

<p>Briefly explain what a direct compensation package(s) should look like in order for you to remain in the Education Industry of Jamaica.</p>	<p>Yearly Bonus, Concessions and Housing Allowances.</p>	<p>Majority of the respondents highlighted that they need these types of direct compensation packages that will allow them to remain in the Education Industry of Jamaica. A particular respondent mentioned that the Ministry of Education should invest in the primary teachers and provide them with allowances so that they can feel a sense of motivation to perform their task.</p>
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<p>In your point of view, what you would consider as a fair direct compensation package(s) for the Primary school teachers in Jamaica?</p>	<p>\$200,000 - \$250,000 JMD after Tax</p>	<p>Majority of the participants highlighted that their direct compensation is too low, so they believe that they deserved a salary of \$200,000 – \$250,000</p>
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		<p>JMD monthly so that they can provide for themselves and their families.</p>
<p>In order for the Ministry of Education to retain the Primary school teachers of Jamaica, what are some attractive direct compensation package(s) they should provide to these teachers?</p>	<p>Performance Incentives and Bonuses</p>	<p>All of the responses highlighted that the Ministry of Education should provide them with performance incentives and bonuses which are some of the attractive direct compensation packages to retain the primary school teachers.</p>
<p>What type of direct compensation package(s) can make you remain in the Education Industry of Jamaica?</p>	<p>Yearly Bonus, Concessions and Housing Allowances.</p>	<p>Majority of the respondents highlighted that they need these types of direct compensation packages that will allow them to remain in the Education Industry of Jamaica. A particular respondent mentioned that the Ministry of</p>

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		<p>Education should invest in the teachers and provide them with allowances so that they can feel a sense of motivation to perform their task.</p>
<p>In your point of view, do you believe the Ministry of Education can increase your direct compensation package(s)?</p> <p>Explain</p>	<p>Most Definitely</p>	<p>A large portion of the participants highlighted that the Ministry of Education can increase their direct compensation package(s) because they are not spending their money on the primary school teachers, but they are spending their money on things that are unnecessary.</p> <p>One of the teachers highlighted they spent million of dollars on campaign activities and</p>

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neglect the teachers of  
the country.

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**Part B: Labor Turnover**

<b>Questions</b>	<b>Major Themes</b>	<b>Summary of Findings</b>
<p>Explain how you feel about the vast amount of primary school teachers migrating on yearly basis?</p>	<p>Sad and Depressed</p>	<p>Majority of the responses emphasized that they are not happy with the amount of primary school teachers leaving the country because it will damage the education system of Jamaica where the qualified and experienced primary school teachers are leaving the country.</p>
<p>In your view, would you consider yourself satisfied within your current job? Explain.</p>	<p>Unsatisfactory</p>	<p>The respondents highlighted that they are not satisfied with their direct compensation package because they workload is too heavy when compared to the direct compensation</p>

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package(s) that they are currently receiving. Some of the respondents highlighted that they are not benefitting from the constant pressure from their workload, they are only benefitting the education system while they are not benefitting.

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What is your belief as to why the primary school teachers are leaving the Education System of Jamaica?

Better Opportunities

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The respondents mentioned that the primary and secondary school are migrating because they are not benefitting from the Ministry of Education. Some participants highlighted that the Government blatant disregard the primary school teachers and have form of respect, values and regards for them, so they are willing

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to take up better opportunities in other countries. In addition, they said that there are limited direct compensation packages, resources, and incentives to motivate the primary school teaches. Hence, they decided to leave the country.

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Briefly explain what measure(s) the Ministry of Education can administer to reduce the turnover rate of primary school teachers. Increase the Direct Compensation Package

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All of the responses highlighted that the Ministry of Education can provide a better direct compensation to reduce the turnover rate of the primary school teachers. Some of the primary school teachers noted that once the Ministry of Education increase the direct compensation package, the Jamaica education system

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will be much better and  
greater.

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Table 4: Results from Secondary School Teachers

**Part A: Direct Compensation Package**

<b>Questions</b>	<b>Major Themes</b>	<b>Summary of Findings</b>
<p>Direct compensation can be described as direct gifts or tokens etc. that employees receive from their organization for their hard work that they would have given the organization in order for them to achieve their goals and objectives. E.g., Wages, Bonus etc. Based on this definition, how would you describe your feelings towards your current direct compensation package(s) from the Government of Jamaica?</p>	<p>Disrespectful and Insulting</p>	<p>Majority of the respondents explained that their feelings towards their direct compensation package(s) is/are disrespectful and insulting and they Ministry of Education can do better. Some of the secondary teachers emphasized that the insulting direct compensation package does not equate to the work that the primary school teacher does, plus other industry are paying more for less workload.</p>

<p>Briefly explain what a direct compensation package(s) should look like in order for you to remain in the Education Industry of Jamaica.</p>	<p>Housing, vehicle and Medical Allowance Book and Supermarket vouchers</p>	<p>All of the respondents emphasized that these are excellent direct compensation packages in order for them to remain in the Education Industry of Jamaica.</p>
<p>In your point of view, what you would consider as a fair direct compensation package(s) for the Secondary school teachers in Jamaica?</p>	<p>Yearly, 1,900,000.00 JMD to 2,500,000.00 JMD plus allowances and bonus</p>	<p>Most of the respondents mentioned this compensation package would be considered as a fair for the secondary school teacher. In addition, they highlighted that the direct compensation package should allowances and bonus.</p>
<p>In order for the Ministry of Education to retain the secondary school teachers of Jamaica, what are some attractive direct compensation package(s) they should provide to these teachers?</p>	<p>Housing, vehicle, and Medical Allowance Book and Supermarket vouchers</p>	<p>All of the respondents emphasized that these are excellent direct compensation packages in order for the Ministry of Education to retain the</p>



		secondary school teachers in the Education Industry of Jamaica.
What type of direct compensation package(s) can make you remain in the Education Industry of Jamaica?	Housing Allowance, Medical Allowance and Travelling Allowance. Better Health Packages	All of the respondents highlighted that these are excellent direct compensation packages that will allow them to remain in the Education System of Jamaica. One of the participants illustrated that the Ministry of Education should increase pay, make it easier for them to own a home or even a piece of land, better health care packages as well as to reduce the income tax and give teachers concessions in owning their dream cars.
In your point of view, do you believe the Ministry of Education	Most definitely	A significant portion of the secondary school

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can increase your direct  
compensation package(s)?  
Explain

teachers said that they  
believe the Ministry of  
Education can increase  
their direct compensation  
packages because they  
are doing too much work  
and they receive little to  
no direct compensation  
package.

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**Part B: Labor Turnover**

**Questions**

**Major Themes**

**Summary of**

**Findings**

Explain how you feel about  
the vast amount of  
secondary school teachers  
migrating on yearly basis?

Sad and Disappointed

A large portion of the  
respondents highlighted that  
they are sad and  
disappointed at the same  
time due to the vast amount  
of secondary school teachers  
leaving Jamaica because of  
the neglect from the  
Ministry of Education.

In your view, would you consider yourself satisfied within your current job? Explain.

Unsatisfactory

All of the respondents alluded that they are not satisfied with their current job because they have to do variety of lesson plans etc when compared to their direct compensation package. They are not motivated to perform their duties effectively and efficiently.

One respondent said “If you can go, run. Don’t stay on this sinking ship”

What is your belief as to why the secondary school teachers are leaving the Education System of Jamaica?

Frustration and Better Opportunities

The respondents depicted that the secondary school teachers are leaving the Education System of Jamaica because they are frustrated with the Ministry of Education. Hence, they mentioned that there are better opportunities

Briefly explain what

measure(s) the Ministry of

Education can administer to

reduce the turnover rate of

secondary school teachers.

Improve direct

compensation, provide more

resources and working

conditions

overseas, so they decided to

leave as soon as possible.

Some of the respondents

highlighted that the

secondary school teachers

left the Education System of

Jamaica due to poor

resources, poor salary and

they do not feel valued as

government workers

The respondents highlighted

that the Ministry of

Education should pay close

attention to the major

themes in order for them to

reduce turnover rate of the

secondary school teachers.

Respondents noted that the

Ministry of Education

should provide better wage

package, provide resources

for teachers and employ

specialist teacher to help

meet the needs of troubled students in the classroom. Moreover, the secondary teachers also stated that the Ministry of Education should ensure that the teachers are provided with adequate teaching materials on a termly basis.

#### **4.4 Summary of Results from the Primary and Secondary School Teachers**

In this chapter, it examined the results from both primary and secondary school teachers. Both the primary and secondary school teachers shared the same point of views when gathering the data. As shown in the table 3 and 4 above, the respondents are not satisfied with their direct compensation package(s). Majority of the primary and secondary school teachers highlighted that they are not motivated because their workload is hectic and the direct compensation package(s) is poor and they are not able to meet their personal needs. All of the primary and secondary school teachers believed that Housing Allowance, Medical Allowance and Travelling Allowance are excellent direct compensation package that will allow them to remain in the Education Industry in Jamaica.

They believed that the Ministry of Education can provide them with a better direct compensation package because they have seen where other industries are getting higher direct compensation packages than them while the teachers workload is the most. However, the primary and secondary school teachers are not happy with the other teachers that are leaving the Education Industry in Jamaica because the education system will get weaker each year when the trained and experience teachers leaving the country. They are urging the Ministry of Education to improve direct compensation, provide more resources and create a better working condition which can be considered as important measures that can be used to reduce the high level of turnover rate of the primary and secondary school teachers.

#### **4.5 Theoretical review of the Findings**

Based on the data collection procedures from the primary and secondary school teachers, the Herzberg Two Factor theory can be applied in this case. Whereas, this theory focuses on two factors that motivate employees within an organization which included job satisfaction and job dissatisfaction. This theory highlighted that when employees are satisfied within their organization, they will perform exceptional well and remain within the organization to help the organization to achieve the goals and objectives of the organization. The Hygiene factors concentrate on the various elements of a job that satisfy the basic needs of employees within an organization such as their security, wages, fairness as well as their working condition. However, when the employees met these needs within their organization, they will feel a sense of ownership towards the organization, they will feel valued, motivated, and energized to carry out their roles and responsibilities which will be beneficial to both the employees and the organization.

Once the primary and secondary school teachers are motivated, they will work extremely hard to ensure that they meet the goals and objectives of the Ministry of Education. As the Herzberg Two Factory theory state, employees are motivated by recognition, motivation, proper direct compensation, and other factors. Once employers don't provide these elements to their employees, then the employees will not feel motivated to perform their task effectively and efficiently.

The Vroom Expectancy Theory can be used based on the data gathered from the primary and secondary school teachers. This theory highlighted that the more an employee values the outcome, they will be motivated to achieve their goals and objectives. The more effort the employees put in to be successful, the more chances that they will be rewarded for their work done. The Vroom's Expectancy Theory argued that employee's performance tends

to be based upon individual factors such as personality, skills, knowledge, experience, as well as abilities that are needed to carry out their task. The theorist mentioned that effort, performance, and motivation can be linked to an employee's motivational factor to increase their performance. However, the theory alluded that if the employees are not satisfied with their employers in terms of the direct compensation package, then the employees will not be satisfied which will cause poor performance of the employees as well as lack of productivity within the organization.

Based on the data that were gathered from the primary and secondary school teachers. It can be seen where they are working extremely hard to meet the goals and objectives of Ministry of Education as well as to fulfill the needs of the students. Hence, due to their poor direct compensation package, they are getting frustrated and migrating for better opportunities.

The Maslow's Hierarchy of Needs is a major motivational theory within the organization. This theory emphasized that employees' actions tend to be motivated by a particular physiological and psychological needs that can be used to motivate employees within the organization. The Maslow's Hierarchy of Needs focus on five (5) motivational factors that are deemed useful to motivate the employees so that they can perform their tasks and responsibilities effectively and efficiently with little to no error because they are motivated. As evidence from the data presented, the primary and secondary school teachers are lacking the physiological, safety, belonging, esteems and self-actualization needs from the Ministry of Education. In results, this is why majority of the primary and secondary school teachers are leaving the Education Industry of Jamaica because they can find greater opportunities overseas with less workload.



## Chapter 5: Recommendations

### 5.0 Introduction

This chapter provided various robust recommendations that the Ministry of Education and by the extension, the Government of Jamaica to act immediately upon to reduce the level the level of migration of the primary and secondary school teachers of Jamaica. They will be able to know the effects of direct compensation on the turnover rate of the primary and secondary school teachers in Jamaica. However, this chapter also explained how this research can be used in the future.

### Recommendations

1. The Ministry of Education should ensure that they increase the direct compensation package(s) to motivate the primary and secondary school teachers so that they are empowered meet the goals and objectives of the organization.
2. The Ministry of Education, by extension, the Government of Jamaica should ensure that they create a health working environment to foster growth and development in the Education System of Jamaica. A healthy working environment looks like: proper infrastructure of classroom, adequate lighting, clean and modern bathroom facilities.
3. They should implement an employee recognition program which will help the primary and secondary school teachers to feel a sense of ownership towards their tasks and responsibilities. Thus, this program will allow the primary and secondary school teachers to feel valued within the education industry of Jamaica.
4. There should be a mentoring and coaching program to facilitate any primary and secondary school teachers that need counselling or feeling overwhelmed. These two programs will reduce the level of frustration and burn out which can help the Ministry of Education to reduce the labor turnover rate.

5. The Ministry of Education and the Government of Jamaica should provide various allowances packages such as housing, medical and concession and other allowances to the primary and secondary school teachers so that they can remain in the education industry.
6. The Ministry of Education should establish a performance package to motivate the primary and secondary school teachers to work extremely hard no matter what the circumstances are.
7. The Ministry of Education should provide adequate resources to the primary and secondary school teachers so that they can perform their duties effectively and efficiently. The adequate resources should be desks, chairs, book, and others office supplies.

#### 5.1 Suggestion for further studies

The researcher believes that more research should be done on this topic on a larger scale to see if the results will be the same. This suggestion will help the Ministry of Education to gain an in depth understanding of the effects of direct compensation on the turnover rate of the primary and secondary school teachers in Jamaica.

## Chapter 6: Conclusion

In conclusion, the researcher believed the direct compensation package does have an effect on labor turnover on the primary and secondary school teachers. The primary and secondary school teachers are not performing their tasks and responsibilities as they should because they are not properly compensated. This is because their direct compensation package is weak when compared to their workload that they performed daily. The theories that were used in this research, it can be concluded that these theories play a crucial role in motivation where they believed that employers should motivate their employees in order for them to see results. The Herzberg Two Factor theory focuses on two factors that motivate employees within an organization which included job satisfaction and job dissatisfaction. This theory highlighted that when employees are satisfied within their organization, they will perform exceptional well and remain within the organization to help the organization to achieve the goals and objectives of the organization. The Hygiene factors concentrate on the various elements of a job that satisfy the basic needs of employees within an organization such as their security, wages, fairness as well as their working condition.

In addition, the Vroom Expectancy Theory highlighted that the more an employee values the outcome, they will be motivated to achieve their goals and objectives. The more effort the employees put in to be successful, the more chances that they will be rewarded for their work done. The Vroom's Expectancy Theory argued that employee's performance tends to be based upon individual factors such as personality, skills, knowledge, experience, as well as abilities that are needed to carry out their task. However, based on the findings, the primary and secondary school teachers are not motivated, so the Ministry of Education will not be able to see exceptional results from these teachers.

Moreover, the Maslow's Hierarchy of Needs focus on five (5) motivational factors that are deemed useful to motivate the employees so that they can perform their tasks and responsibilities effectively and efficiently with little to no error because they are motivated. As evidence from the data presented, the primary and secondary school teachers are lacking the physiological, safety, belonging, esteems and self-actualization needs from the Ministry of Education. In results, this is why majority of the primary and secondary school teachers are leaving the Education Industry of Jamaica because they can find greater opportunities overseas with less workload.

In closing, the primary and secondary school teachers are not motivated to carry out their duties to fulfil their need of both students and the Ministry of Education. Based on the direct compensation package(s) they are not satisfied within their direct compensation package. Majority of the respondents highlighted that they are disappointed with the direct compensation package(s) that they are currently receiving from the Ministry of Education. However, this caused the well trained and experienced teachers to migrate. Hence, they alluded that the primary and secondary school teachers migrating because there are greater opportunities aboard and less workload. These teachers are sad and depressed when they see their colleagues leave the education industry of Jamaica because they mentioned that they felt that the Ministry of Education neglect them. Therefore, the Ministry of Education will have to set up to resolve the brain drain that the country is undergoing in the Education System of Jamaica.

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## Appendices

### Appendix A: Semi Structured Interview Questions for the Primary and Secondary School Teachers

This questionnaire will be administered by Mr. Randy Lee Stewart who is pursuing his Doctor of Philosophy, PhD with a major in Education. The main purpose of this research is to examine the effects of direct compensation on the turnover rate of teachers from the primary and secondary schools in Jamaica.

To assist me in completing this research, it would be greatly appreciated if you can answer each question to give the researcher an in depth understanding of the variables of this research.

However, by answering these questions, you agreed to participate in this research. Thus, you may choose whether or not you want to partake in this research. If you are participating in this research and feel as if you want to withdraw from the research process, you are free to do so without any form of harassment or abuse.

All the information that you provided will be confidential and your name will not be on display.

**Part A: Direct Compensation of Primary and Secondary school teachers**

1. Direct compensation can be described as direct gifts or tokens etc. that employees received from their organization for their hard work that they would have given the organization in order for them to achieve their goals and objectives. E.g., Wages, Bonus etc. Based on this definition, how would you describe your feelings towards your current direct compensation package(s) from the Government of Jamaica?

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2. Briefly explain what a direct compensation package(s) should look like in order for you to remain in the Education Industry of Jamaica.

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3. In your point of view, what you would consider as a fair direct compensation package(s) for the Primary and Secondary school teachers in Jamaica?

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4. In order for the Ministry of Education to retain the Primary and Secondary school teachers of Jamaica, what are some attractive direct compensation package(s) they should provide to these teachers?

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5. What type of direct compensation package(s) can make you remain in the Education Industry of Jamaica?

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6. In your point of view, do you believe the Ministry of Education can increase your direct compensation package(s)? Explain.

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**Part B: Labour Turnover of Primary and Secondary school teachers**

7. Explain how you feel about the vast amount of primary and secondary teachers migrating on yearly basis?

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8. In your view, would you consider yourself satisfied within your current job? Explain.

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9. What is your belief as to why the primary and secondary school teachers are leaving the Education System of Jamaica?

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10. Briefly explain what measure(s) the Ministry of Education can put in reduce the turnover rate of primary and secondary school teachers.

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**Part C: Demographics of primary and secondary school teachers**

11. Gender

- Male
- Female
- Other

12. Age Range

- 18 – 25 Years Old
- 26 – 30 Years Old
- 31 – 40 Years Old
- Over 40 Years Old

13. Which group do you belongs?

- Primary School Teachers
- Secondary School Teachers

14. How long have you been working in the Education Industry?

- Less a Year
- 1 – 3 Years
- 4 – 8 Years
- 9 – 16 Years
- Over 17 Years

15. What is your current salary after tax?

- Less than \$70,000
- \$80,000 - \$90,000
- \$100,000 - \$110,000
- \$120,001 - \$130,000
- Over 140,000

**Thank You for Your Participation**



Appendix B: The permission request letter

**Re: Requesting of Permission to conduct my Research at your Organization**

I am Mr. Randy Lee Stewart, a Doctoral student at the Atlantic International University (AIU) in the faculty of Social and Humanities Studies. I am pursuing a Doctor of Philosophy, PhD with a major in Education. This research will focus on the **“Effects of Direct Compensation on the Turnover Rate of Teachers: Evidence from the Primary and Secondary Schools in Jamaica”**

I hereby kindly request an approval in order for me to proceed with my research at your organization. Please feel free to ask the researcher to explain any words or information for clarification. For this research, the participation is purely voluntary which means that the participants can withdraw at any time without any form of consequences.

All the information that the participants provided, will be confidential and their names will not be on display. Thus, the data provided will be used for research purpose only and as such, there will be no harm to the participants of this research.

Best Regards,

Mr. Randy Stewart