
JOB MOTIVATION AND LABOUR TURNOVER AMONG ACADEMIC STAFF IN SELECTED PRIVATE UNIVERSITIES IN SOUTHWESTERN NIGERIA

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Abstract

This study investigates the link between job motivation and labour turnover in private universities located in southwestern Nigeria. Its objectives include evaluating the retention strategies used by these universities, analyzing how job motivation affects labour turnover, and identifying the factors contributing to turnover among academic staff. Data was gathered through questionnaires, with 200 participants chosen via purposive sampling, while stratified random sampling was used within each faculty. Data analysis was conducted using multiple regression analysis and t-test statistics at 0.05 significance level. The findings indicate that effective leadership, training and development, a conducive working environment, a good pension scheme, rewards for good performance, basic amenities for staff, and sound management policies are related to rates of employee turnover among academic personnel in southwest Nigerian private universities. The analysis shows that 44.5% of respondents were over 40 years old, 59.1% were male, and 37.8% had been employed for 2-4 years. The findings revealed that factors such as effective leadership, opportunities for training and development, a supportive work environment, a strong pension plan, performance-based rewards, provision of essential amenities, and robust management policies are closely associated with turnover rates among academic staff in private universities. To retain employees, it is recommended to provide motivational incentives that enhance job satisfaction, including fair compensation in terms of wages and salaries to reward job performance. These incentives are crucial for encouraging academic staff in private universities to stay in their roles.

Keywords: Employee Turnover, Job Motivation, Labour Market, Human Resource Management, Workforce Stability

1. Introduction

Employee turnover remains a critical challenge across both public and private sectors, affecting organizational competitiveness and productivity. Employees play a vital role in service differentiation and delivering exceptional service, which influences all stakeholders (Nyanjom, 2021). To sustain competitiveness, organizations must navigate various challenges, including technological advancements, organizational change, customer satisfaction, intellectual property development, and cost management. A key strategy for achieving this is the retention of valuable employees, which falls under the purview of human resource management (Weng & McElroy, 2019). Motivation is a fundamental determinant of employee success and performance, driving an individual's intensity, direction, and persistence toward achieving organizational goals.

Labour turnover can be classified as either voluntary or involuntary. Voluntary turnover occurs when employees choose to leave for various reasons, while involuntary turnover results from factors beyond an employee's control. Excessive turnover adversely impacts business growth and efficiency, leading to significant disruptions (Ahmed, Sabir, Khosa, Ahmad & Bilal, 2016). In the Nigerian university system, numerous challenges contribute to employee dissatisfaction, including inadequate facilities, rising student enrollment, underfunding, and staffing shortages. Effective management must recognize the factors influencing employee behavior and create an enabling work environment that maximizes employee potential.

Labour turnover negatively affects employee productivity and service quality in both public and private sectors. Employee satisfaction with their roles and work environment is crucial for ensuring high performance and superior service delivery. Several factors contribute to turnover, including salary levels, benefits, career growth opportunities, workplace culture, work-life balance, supervisory support, and performance evaluations. High turnover rates are often linked to uncompetitive compensation structures, lack of incentives, and limited career advancement prospects. Employees tend to migrate toward organizations offering better remuneration and growth opportunities, making firms with high turnover less attractive (Okoro & Okoro, 2014; Salihu & Hazri, 2015).

The rapid expansion of public and private universities in Africa has led to increased student enrollment, reflecting the growing demand for higher education. Private universities strive to enhance knowledge through research, teaching, and community service, necessitating the recruitment of competent, motivated, and skilled academic staff. Key determinants of staff performance include salary, job security, career progression, and working conditions. In Southwest Nigeria—one of the most economically challenged regions—lower living standards and inadequate funding for higher education further exacerbate retention issues. This study seeks to assist private universities in developing effective strategies to mitigate staff turnover and provide decision-makers with insights for managing human resources efficiently (Olaiya, 2015).

Organizational success hinges on maintaining a balance between workforce quality and quantity. High-performing institutions implement various motivational strategies, such as recognition programs and incentives, to enhance employee retention. The departure of skilled employees not only incurs significant recruitment and training costs but also affects overall performance. Consequently, organizations are actively exploring innovative approaches to minimize turnover and retain valuable talent (Abbas & Iqbal, 2020; Maertz & Griffeth, 2024). Employee turnover has become a focal point in human resource management due to its detrimental effects on organizational stability and productivity. As employment patterns evolve, frequent job changes are becoming more common, replacing the traditional notion of long-term career commitment to a single employer (Rahman & Nas, 2021).

1.1 Statement of the Problem

Labour turnover is a significant problem that has an impact on the management of an organization, causing significant expenses such as separation, compensation, hiring,

selection, and training. High labour turnover negatively impacts the growth and productivity of an organization, and researchers argue that having a stable group of experienced employees is essential for organizational success. However, many academic staff in private universities find it difficult to stay on the job due to the absence of motivational factors.

There is no set foundation for understanding why individuals decide to quit from a company, but various criteria have been proven helpful in understanding employee turnover. Recruitment and retention of top talent are more crucial than ever from a managerial standpoint. Private universities in Nigeria face challenges in managing their establishments due to factors such as the growing young population, public universities' incapacity to accept all eligible students, and rising youth unemployment rate.

Many staff members have left private colleges in Nigeria to work for companies that provide better terms and working conditions and are more open to change. Low worker morale and motivation have resulted in a loss of skilled individuals. The most pressing issue in an environment with a severe scarcity of human potential is finding, keeping, developing, and inspiring professional talent. Finding, keeping, developing, and inspiring professional talent is a critical issue in an environment with a severe scarcity of human potential. Researchers from different nations have examined a range of significant characteristics that influence staff turnover in university systems. By investigating the variables affecting staff turnover at private universities in Southwestern Nigeria, the proposed study seeks to close the information gap on the factors influencing staff turnover in Nigerian private institutions.

1.2 Objectives of the Study

This study's main objective is to assess the amount of labour turnover among academic staff members at the chosen universities. The specific objectives are to:

- i. examine the retention strategies implemented by the selected universities;
- ii. identify the factors contributing to labour turnover among academic staff at the selected universities; and
- iii. assess the effect of job motivation on labour turnover in the management of certain private universities.

1.3 Research Questions

The following are the research questions for this study.

- i. What are the retention strategies implemented by the selected universities?
- ii. To what extent are the factors contributing to labour turnover among academic staff at the selected universities?
- iii. What is the effect of job motivation on labour turnover in the management of certain private universities?

2. Literature Review

2.1.1 Employee Turnover

Employee turnover is a critical issue in organizations, as it affects productivity and can

lead to the dissolution of an organization. It is defined by various scholars, including Agnes (2019), Mobley (2017), Petit et al. (2017), Rampur (2017), and Griffin and Moorhead (2017). Agnes defines turnover as the ratio of the average number of workers to the total number of workers that a company must replace within a specific amount of time. Mobley (2017) defines turnover as the total cessation of an individual's participation in an organization by someone who received financial compensation from it. Petit et al. (2017) define turnover as the ratio of the number of organizational members during the period being considered divided by the average number of people in that organization during that period. Rampur (2017) further extends its definition to labour turnover, which refers to workers leaving the company.

Participatory management can help motivate staff members and increase engagement. Empowering staff members allows them to solve issues, set their own objectives, and make choices while staying within their power and responsibility. Employee turnover is a significant problem in companies, with a typical annual turnover of 25%. Reasons for employee turnover include better pay, better benefits, career advancement opportunities, unfavorable working conditions, management harassment, and excessive workloads. Vuyisile (2016) defines turnover as the flow of workers within the labor market between companies, jobs, and professions, as well as between unemployed and employed states.

Despite extensive research, the concept of turnover has not provided a single explanation for why workers leave their positions. Variables such as better salary, career opportunities, increased security, opportunities for skill development, improved working conditions, toxic relationships, bullying, or harassment are some of the reasons why people tend to quit their businesses. Taye and Getnet (2020) found that organizational efficiency is significantly impacted by staff turnover, depending on factors such as industry type, pay scale, working conditions, supervision, and training.

2.1.2 Concept of Motivation

Motivation is a fundamental psychological process that drives individuals to act in ways that achieve specific goals. It influences how people behave, the effort they invest in tasks, and their overall commitment to achieving desired outcomes. Motivation is crucial in various aspects of life, including personal goals, workplace performance, and educational achievements. Understanding what motivates individuals has been a key area of study for psychologists, sociologists, and business professionals alike, as it plays a critical role in determining the success of any organization, particularly in employee retention and productivity. In recent years, the understanding of motivation has evolved to include factors beyond traditional financial rewards and career progression (Taye & Getnet, 2020). Contemporary theories of motivation are increasingly emphasizing the importance of psychological well-being, work environment, and corporate culture in shaping employee motivation.

Motivation is a complex concept that significantly influences individual behavior and contributes to the success of organizations. From classic theories such as Maslow's hierarchy of needs to contemporary approaches emphasizing autonomy, well-being, and purpose, understanding what drives individuals is key to fostering engagement and

productivity. In modern workplaces, successful motivation strategies must balance both intrinsic and extrinsic factors to maintain a satisfied and high-performing workforce. By creating environments that support personal growth, well-being, and purpose, organizations can better retain talent and enhance overall performance. Research by Europhia, (2020) highlights the growing link between motivation and overall well-being. Employees who feel mentally and emotionally supported are more likely to remain motivated and engaged. This approach suggests that organizations should focus not only on financial incentives but also on creating a work environment that nurtures employee well-being.

2.1.3 Motivation in the Workplace

In organizational settings, motivation is a key determinant of employee engagement, productivity, and retention. Employers seek to understand what drives their workforce in order to implement strategies that not only attract talent but also keep employees satisfied and productive. In recent years, several trends have emerged regarding motivation in the workplace, with an emphasis on creating environments that foster both intrinsic and extrinsic motivators. Research suggests that employees are more motivated and productive when they have a healthy balance between their professional and personal lives. Flexible work hours, remote working options, and a focus on employee well-being are now commonly seen as essential for maintaining motivation (Maertz & Griffeth, 2024).

According to a study by the Ngethe, Iravo, & Namusonge (2019), companies that invest in recognition programs see higher levels of motivation and lower employee turnover. Recognition, whether financial or verbal, can enhance an employee's sense of accomplishment and motivate them to continue excelling in their roles. Employees are more likely to stay motivated when they see opportunities for growth and advancement within the organization. Studies indicate that offering regular training and development programs can significantly improve motivation levels (Nwokocha & Iheriohanma, 2019). Employees feel more valued when employers invest in their professional development, and this investment can lead to higher productivity and retention rates.

2.1.4 Forms of Motivation

Motivation may be categorized into two groups: internal and extrinsic motivation. The requirement for someone to feel competent and proud of their accomplishments is known as intrinsic motivation (Nyanjom, 2021). It involves a process of arousal and satisfaction where the reward is derived from the activity itself rather than its outcome. In other words, intrinsic motivation drives someone to engage in a task for the intrinsic enjoyment and fulfillment it brings, enhancing their sense of autonomy and purpose.

On the other hand, extrinsic motivation occurs when a person is driven to do something due to external factors, such as the expectation of rewards or fear of punishment. This type of motivation includes tangible rewards like cash bonuses, pay, and status. Extrinsic motivation refers to engaging in an activity to achieve an outcome separate from the activity itself.

2.1.5 Retention Strategy and Labour Productivity

Retention involves an organization's voluntary efforts to create a work environment that encourages employees to stay for the long term (Hossain & Mahmood, 2018). According to Trevor, Gerhart and Boudreau(2017), the purpose of retention is to keep talented workers from leaving because doing so might have a detrimental effect on output and profitability. Any organization's high productivity is a direct result of its workforce's performance. Companies use a variety of tactics to get highly motivated workers to produce at a high level. According to Sauian (2022), the problem of improving productivity and quality relationships is essentially a human resource-oriented issue. The effectiveness with which input is converted into output within an organization is measured by organizational productivity (Mathew, 2019). Value contributed per worker is how Fachin and Gavosto (2017) define labour productivity.

The labour productivity may be calculated by dividing the number of hours worked by the total amount of work completed (Enshassi, Mohamed, Mayer, and Abed, 2019). Labour productivity is also impacted by management. According to Sauian (2022), labour productivity is a crucial factor in determining how competitive a company is while manufacturing products and services. Productivity has historically been defined as the relationship between at least two variables, or the input and output of the system.

2.1.6 Career Development's Effect on Employee Turnover

One significant factor influencing employee turnover in businesses is career advancement. According to Ludviga et al. (2016), companies in the public and private sectors must establish a working environment that allows staff members to receive extensive support for career development. Both new and existing staff members must have career plans created, and the company must take into account training programs that can actually help staff members grow. Younger workers would rather have greater opportunities for advancement inside their company. An employee's perception of the value of their future prospects is strained as their career advances.

According to Weng and McElroy (2019), workers who are able to fulfill their expectations for professional advancement inside a company are more likely to remain there, whereas those who are unable to do so are more likely to hunt for other employment. Additionally, they clarified that companies that offer their staff members the chance to advance through training or promotions will not only retain their talent but also cover the costs of employee turnover. Pattni (2018) discovered, however, that job advancement had a detrimental impact on the desire to leave.

2.1.7 Impact of Compensation on Employee Turnover

Employee contributions to the company are recognized and rewarded with compensation. According to Armstrong (2019), a well-designed compensation plan may enhance work satisfaction and assist mold performance. It is the whole compensation that staff members get for any services they provide for a company. Indirect compensation (benefit programs) and direct pay (wages and salaries) are examples of it. Base compensation, commissions, bonuses, overtime pay, profit-sharing, merit pay, stock options, housing allowance, travel expenses, and fringe benefits including health

insurance, vacation time, and retirement and taxes are among the forms of compensation given to employees (Nyaga, 2015). For the majority of employees, base pay makes up the majority of their overall benefits package (Greene, 2017).

According to Sinha and Shukla (2021), a prevalent factor contributing to high rates of employee turnover is inadequate compensation and benefits. Even if the offer from a comparable business is just slightly higher, there is little incentive for an employee in a low-wage role with limited perks to stay (Sinha & Shukla, 2021).

According to Vuyisile (2016), a compensation plan is crucial since it plays a key role in creating an efficient and competitive firm. According to Babajide (2018), the desire of workers to leave increases with lower remuneration, and the opposite is also true: the intention of employees to leave increases with lower compensation. Additionally, Verma, & Chaurasia (2016) noted that the desire to leave is impacted by an inadequate wage. According to Rahman and Nas (2021), there would be a decrease in employee turnover as salaries rise. Because skilled and experienced workers are retained by companies that offer competitive compensation, turnover rates are likely to be low, and employees will remain loyal to the company if their pay is competitive with that of rivals (Hossain & Mahmood, 2018). They went on to say that workers would rather work for other firms that may offer them better positions and bigger salary ranges.

2.2. Theoretical Review

2.2.1 Equity Theory

Adams (1965) introduced the Equity Theory, which focuses on people's judgments of their treatment in relation to others. According to the idea, workers want to preserve parity between their own inputs—such as training, experience, dedication, and effort—and the results they get from their jobs—such as advancement, recognition, and higher compensation—in comparison to what they believe to be the inputs and results of other workers. According to the equity theory, a worker compares the ratio of their own results to their inputs to the ratio of their results to the inputs of a reference group. Workers who feel that their circumstances are unfair will be unhappy and will work to make things more equitable. While Adams (1965) put out some suggestions for employees to lessen pay disparity, organizational research has tended to concentrate on the negative effects of pay inequality on employees, such as poor performance and discontent (Greenberg, 1990). Adams also proposed that leaving the circumstance (i.e., voluntary turnover) may be a kind of stress response.

2.2.2 Expectancy Theory

Intentions to turnover are frequently analyzed using expectation theory (Vroom 1964, Lawler 1994). Expectancy theory's central concept is that people join organizations with expectations, and if those expectations are met, they will stay members of the group (Daly & Dee, 2006). Theories of turnover and retention suggest that decisions to stay or leave an organization may be explained by examining the relationships between structural, psychological, and environmental factors. Based on expectation theory, the employee intent to stay model utilized in the empirical study (Daly & Dee) considers

structural, psychological, and environmental elements. According to the expectancy hypothesis, employees inside an organization have particular values and expectations regarding the surroundings and working circumstances. The fundamental tenet of expectation theory is that if the organization meets its employees' expectations and ideals, they are more likely to stay with it. However, if these expectations are not fulfilled, they become dissatisfied and lose interest in the company, which leads to plans to leave (Daly & Dee). Faculty members also have expectations regarding their work surroundings and circumstances. They are more likely to search for new employment possibilities if their expectations are not satisfied.

2.2.3 Social Exchange Theory

The social exchange theory has been increasingly embraced by studies as the theoretical foundation for employee-employer relations over time (Murage-Macharia, & Kanyua, 2021). The study's assumptions have a strong theoretical foundation thanks to the social exchange theory. This suggests that relationships between business organizations and their employees involve more than just impersonal exchanges; they also involve socio-emotional elements like support, recognition, approval, and respect, among other things (Tetty, 2017). According to the notion, there should be a balance of commitment on both sides. For example, it is clear from the employee-employer relationship that workers forfeit their skills, expertise, and drive in exchange for benefits. These benefits can take many different forms; they might be monetary or in the shape of something more ethereal, such as justice, respect, dignity, or charisma (Blau, 1964). From the theoretical viewpoints discussed above, it can be inferred that employees who get positive and high satisfaction levels are probably treated without bias, and when there is satisfaction, there will be an incentive to stay with the organization.

2.3 Empirical Review

Justus, Kombo, Murumba & Edwin (2020) used a survey approach with questionnaires to look at the socio-economic consequences of layoffs on employees in Nigeria. Following the data analysis using descriptive statistics (simple percentages and charts), it was found that roughly 2% of employees were laid off before one year of employment, 20% did so after five years, and 30% did so after ten years of employment. Furthermore, it was discovered that 40% of the employees had been working for more than ten years prior to layoffs, and around 60% of the laid-off employees were still unemployed as a result of their shock and confusion at the abrupt layoffs. More significantly, the study discovered that because layoffs leave people unable to fulfill their social and familial obligations, they have a negative impact on individuals, families, and society as a whole.

In a similar vein, Sinha and Shukia (2021) examined the rate of employee turnover in the banking sector. The study employed a descriptive research methodology, and participants' primary data were gathered via a structured questionnaire. The collected data was examined using the statistical techniques of mean, standard deviation, and correlation. The results of the study show that a hostile work environment and low job satisfaction are two factors that greatly increase employee turnover. Additionally, it was demonstrated that employees were willing to go to a new job with better pay and benefits.

Biswakarma (2019) studied labour turnover and organizational effectiveness in Kenya's sugar industry. Questionnaires were used to get responses in order to gather primary data. The data were assessed using both inferential and descriptive statistics, including correlation and mean and standard deviation. According to the study, pay is the primary element that contributes to labour turnover, followed by work conditions, training, promotions, and performance reviews. Other elements that were thought to be immediate determinants were leadership style, work content, recognition, and involvement in decision-making. Furthermore, the research findings indicate that while a deficiency in employee commitment and motivation may contribute significantly to labour turnover, their impact is contingent upon all other contributing elements.

Using a structured questionnaire, Ng'ethe, Iravo, and Namusonge (2019) investigated the factors influencing academic staff retention at Kenyan public institutions. The statistical method of correlation was employed to analyze the data collected during the field investigation. The study's findings showed that employee turnover in Kenyan firms may be attributed to a leader's influence over the actions or behaviors of their subordinates. Distributive justice—the degree to which incentives and sanctions are based on how well an employee does their work and how fairly results, such as compensation and promotions, are distributed—was found to be a critical component of the leadership style that influences employee turnover in this study. The survey also found that, among other things, office space, a dearth of equipment, air conditioning, and comfy seats have an impact on academic staff retention.

Using a standardized questionnaire, Magalla (2020) investigated labour turnover among employees and organizational performance in Tanzania. Descriptive statistics (mean and standard deviation) were used to examine the data, and the results showed that both controlled and uncontrollable factors can have an impact on labour turnover. Voluntary labour turnover is influenced by controllable variables such as short contracts, unfavorable working conditions, a bad hiring process, low motivation, and insufficient or unsatisfactory incentives and rewards. Uncontrollable factors impacting employee labour turnover—which inevitably affects organizational performance—comprise unjust treatment of workers, a dearth of chances for professional development, poor pay and salary, unclear compensation policies, a lack of acknowledgment, and a lack of employee involvement in decision-making.

Using a questionnaire, Ongori (2019) investigated the variables influencing labour turnover among employees and the effectiveness of organizations in Botswana. After using the correlation statistical approach to evaluate the data, it was shown that competing job functions, unclear supervisor desires, and communication systems are some of the elements that affect employee turnover in any firm. These elements might serve as the foundation for an employee's eventual departure from the company due to a lack of work satisfaction. High labour turnover is caused by a number of factors, including inadequate grievance processes, inadequate supervision methods, inadequate hiring rules, and inadequate personnel policies.

3. Methodology

A descriptive survey was used in the investigation. The information and statistics provided by this design are safe, dependable, precise, and correct, all of which are crucial for evaluating the variables affecting staff turnover in Nigeria's private university. The study's population comprises academic staff from selected private universities in Southwestern Nigeria. Six private universities were purposefully selected from each of the six states in Southwest Nigeria for this study. The universities include Venite University (Ekiti State), Caleb University (Lagos State), Babcock University (Ogun State), Bowen University (Osun State), Ajayi Crowther University (Oyo State), and Wesley University (Ondo State). The choice of private universities over public institutions was deliberate and strategic, based on several key considerations aimed at enhancing the reliability, depth, and relevance of the research. Six private universities, one from each Southwest state, were selected for their academic excellence, stable calendars, diverse programs, and strong research culture. Their autonomy, innovation, and infrastructural strength make them ideal for reliable data collection and insightful analysis, ensuring balanced representation across the region's educational landscape. A sample of 200 respondents was drawn from the entire population. Purposive sampling was used to define the sample frame, and stratified random sampling techniques were employed to select staff from each faculty, which was calculated using Taro Yamane's method. By making direct contact with the respondents, copies of the questionnaire were distributed at random from the several private institutions in the northern region of Nigeria using a random sample approach. The dependent variable (y) is labour turnover, while the independent variable (x) is job motivation. Staff members from each faculty were chosen at random, while 200 respondents were chosen by a purposive sample procedure. Primary data were collected using a self-constructed questionnaire titled "Job Motivation and Labour Turnover among Academic Staff in Some Selected Private Universities in Southwestern Nigeria." The dissemination of questionnaires allowed for the collection of primary data. Secondary data were gathered from many websites and publications that were published. To evaluate the instrument's (the questionnaire's) dependability, a pilot study was carried out. To evaluate the instrument's dependability, the researchers chose 50 employees from the target demographic as a trial group. The research instrument might be pre-tested thanks to the pilot study. According to the study, the analysis was trustworthy and appropriate for use in future research. The Statistical Package for Social Science (SPSS) version 23.0 was used to enter and evaluate the survey data that was gathered. The study issues were addressed using the mean and standard deviation. The t-test and multiple regression statistics were employed with a significance threshold of 0.05 to test the hypotheses.

Decision Rule: If, at a particular level of significance, the t-calculated (t_{cal}) exceeds the t-tabulated (t_{*tab}), reject the null hypothesis (H_0); if not, do not reject the null hypothesis (H_0).

4.0 Data Presentation And Analysis

4.1 Analysis of the Regression Result

Table 1: Presentation of OLS Result: an Extract from Regression Result.

Dependent Variable: Labour turnover

Independent Factors	Coefficient	Standard Error	t-statistic	Probability
(Constant)	2.687	0.808	3.326	0.001
Effective leadership style	-0.377	0.128	-2.949	0.004
Training and professional development	-0.029	0.172	-0.168	0.003
Sound management policies	-0.479	0.155	-3.714	0.003
Job stability	0.514	0.110	4.673	0.001
Comprehensive pension plan	-0.351	0.121	-2.899	0.004
Performance-based rewards	-0.231	0.085	-2.730	0.007
Research funding	0.144	0.102	1.409	0.161
Vital staff resources.	-0.415	0.145	-2.862	0.891
Working environment	-0.225	0.145	-1.552	0.123
High workload	0.006	0.111	0.051	0.959

Source: Author’s Computation from SPSS output (2024)

R – Squared	=	0.897
Adjusted R-squared	=	0.874
F- Statistics	=	13.850
Prob (F-statistic)	=	0.000

The regression results presented in Table 1 show a constant value of 2.687, representing the labour turnover rate when all explanatory variables are held constant. The analysis reveals that job security, research grants, and excessive workload have positive coefficients, indicating that these factors positively influence labour turnover among academic staff at private universities in southwestern Nigeria. Specifically, a 1% increase in these variables is associated with increases in labour turnover of 51.4%, 14.4%, and 0.6%, respectively. Conversely, good leadership style, training and development, working environment, good pension scheme, rewards for good performance, basic amenities for staff, and good management policies have negative coefficients. This means that a 1% increase in these factors is associated with decreased labour turnover of 37.7%, 2.9%, 47.9%, 35.1%, 23.1%, 41.5%, and 22.5%, respectively.

4.2 Analysis of the Coefficient of Multiple Determination (R2)

With an R² value of around 0.897, the model's explanatory variables account for 89.7% of the variation in labour turnover, indicating an excellent match. The error term accounts for the remaining 10.3% of the variance.

4.5 Analysis of the Adjusted Coefficient of Multiple Determination (R2)

Although the adjusted R² value of around 0.874 is comparable to R², it offers a more precise measurement since it takes the model's degrees of freedom into consideration. This figure indicates a decent model fit as it shows that the explanatory variables account for around 87.4% of the variation in labour turnover.

Analysis of t-Statistics (t-Test)

The t-test compares the ratio of the parameter estimate to its standard error to assess the

significance of each individual estimated parameter. There is a 5% significance threshold used in this test.

Hypothesis Testing

$H_0: \beta_i = 0$ (not significant)

$H_i: \beta_i \neq 0$ (significant)

Where $i = 1, 2, 3, \dots, 10$

Decision Rule: If, at the specified significance level, the computed t-value (tcal) is greater than the tabulated t-value (ttab), reject the null hypothesis (H_0). Otherwise, the null hypothesis (H) should not be rejected.

The tabulated t-value (t*tab) is used for comparison at a 0.05 (5%) significance level with 1,998 degrees of freedom ($N - K$, where $N = 170$ and $K = 10$).

Table 2: T-TEST SUMMARY

VARIABLE	t-CALCULATED	T-TABULATED (AT 5% LEVEL)	DECISION	SUMMARY
Effective leadership style	-2.949	1.998	Reject H_0	S
Training and professional development	-0.168	1.998	Accept H_0	NS
Sound management policies	-3.714	1.998	Reject H_0	S
Job stability	4.673	1.998	Reject H_0	S
Comprehensive pension plan	-2899	1.998	Reject H_0	S
Performance-based rewards	-2.730	1.998	Reject H_0	S
Research funding	-0.415	1.998	Reject H_0	S
Essential staff amenities	-2.862	1.998	Reject H_0	S
Working environment	-1.552	1.998	Accept H_0	NS
High workload	0.051	1.998	Accept H_0	NS

Source: Author’s computation (2024)

NOTE S =Significant, N.S =Not Significant

From the table, the calculated t-values for Training and Development, Working Environment, and Excessive Workload are smaller than the t-value that is tabulated. Thus, we accept the null hypothesis (H_0) for these variables, indicating that training and development, working environment, and excessive workload do not significantly impact labour turnover. Conversely, the calculated t-values for Job Security, Good Management Policies, Good Pension Scheme, Rewards for Good Performance, Basic Amenities for Staff, and Good Leadership Style exceed the tabulated t-value. Therefore, we reject the null hypothesis (H_2) and conclude that these factors are statistically significant and have a notable impact on labour turnover.

4.3 Analysis of the F-Statistic and Its Probability

The hypothesis that all estimated parameters are concurrently equal to zero is tested, and the model's overall significance is evaluated using the F-test. Table 7 presents the derived F-statistic (F^*cal) for the regression result, using degrees of freedom $V1 = K - 1$ and $V2 = n - K$.

The hypotheses are as follows:

$H_0: \alpha_1 = \alpha_2 = \alpha_3 = \dots = \alpha_{10} = 0$ (not significant)

$H_i: \alpha_1 \neq \alpha_2 \neq \alpha_3 \neq \dots \neq \alpha_{10} \neq 0$ (significant)

Decision Rule: Reject H_0 if F_{cal} is greater than the tabulated F-value (F_{tab}) at the given significance level. Otherwise, do not reject H_0 .

At a 0.05 significance level, with $V_1 = 10$ and $V_2 = 170$ degrees of freedom, the tabulated F-value (F_{tab}) is 3.06. Since F_{cal} (13.850) is greater than F_{*tab} (3.06), we reject the null hypothesis (H_0) and determine that the calculated parameters deviate from zero and are statistically significant.

5. Conclusion and Recommendations

5.1 Conclusion

This study examines the impact of employee retention strategies on job motivation and labour turnover among academic staff in private universities in Southwestern Nigeria. The findings indicate that while training and development, the working environment, and excessive workload have a limited effect on turnover, factors such as effective leadership, pension schemes, performance-based rewards, essential amenities, and sound management policies significantly contribute to staff retention. Notably, job security and excessive workload exhibit a strong positive correlation with labour turnover. The study also highlights that low turnover rates do not necessarily translate to higher productivity or job satisfaction, as factors beyond work satisfaction—such as an oversupply of academic labour—may influence retention. Furthermore, improving working conditions through functional flexibility enhances universities' competitiveness in the labour market. Labour turnover remains a critical challenge, particularly due to inadequate professional development, low remuneration, and poor working conditions. Competitive compensation packages can significantly enhance staff retention and productivity. Universities play a vital role in national development, and ensuring a non-hostile work environment—offering benefits such as paid leave, research grants, training opportunities, and competitive salaries—can improve lecturer performance. Moreover, findings suggest that working conditions in private universities in Northern Nigeria positively influence staff retention, reducing absenteeism and fostering job satisfaction. A holistic approach to staff engagement, workload management, and career advancement is essential for sustaining a motivated academic workforce.

5.2 Recommendations

The research makes the following recommendations based on its results and conclusion:

- i. It is advised that the institution conduct departure interviews. Through this activity, the organization will be able to determine the cause or reasons behind an employee's departure from the University. The management can create strategies to lower the frequency of high turnover rates by using the information gathered from exit interviews.
- ii. Private university administrators in Nigeria should always consider the professional development of their staff members by conducting competency gap analyses, which aid in determining career requirements. In addition, they have

to create internal development programs and have a well-defined strategy for employees' career growth.

- iii. Private university administrators in Nigeria ought to conduct remuneration surveys on a regular basis and make sure that pay is correlated with performance evaluation. Employee compensation and benefits ought to be preserved in proportion to the status of the economy. Management should recognize great work and, in particular, link pay to production in order to reduce staff churn. In order to promote retention, private institution management should make sure that comfortable workspaces, appropriate lighting, etc. are provided

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