



Evaluation of Academic Staff Turnover and Turnover Intentions in IBB University, Lapai

Ndagi Abdullahi

Department of Business Administration, Faculty of Management and Social Sciences, Ibrahim Badamasi Babangida University, Lapai
Email: ndagiabd@gmail.com

Abstract

The extent to which an organisation's objective is accomplished is determined by the appropriate quality and quantity of manpower put in place. But, putting competent and adequate number of academic staff in place at all times isn't easy and perhaps a big challenge globally. Academic environment is characterised by high mobility of labour especially in developing countries. This study is a pilot study and appraised the rate of academic staff turnover, turnover determinants and turnover intentions among academic staff in the faculty of management and social sciences of Ibrahim Badamasi Babangida University, Lapai. Study population is relatively small (n=63), hence, census method was adopted. Forty (43) staff participated in the survey representing 68.25%. Descriptive statistics is used to accomplish the specific objectives. At 95% confidence interval, the total number that left the faculty was significant at .001 indicating high turnover situation. Of the ten (10) factors put up to establish turnover determinant, "better opportunity" has the highest mean of 3.58 from the 19 academic staff who had left the faculty during the period under review. For turnover intention among the existing staff, analysis shows a mean of 3.28 and the standard deviation of 1.652 for those who are "currently searching for new job" which is the highest among the factors tested. Hence, it is recommended that the university's stakeholders put measures in place to check the high and rising turnover and turnover intentions.

Keywords: Turnover, turnover intention, turnover rate.

1.0 Introduction

Every organisation depend purely on the availability of the right calibre of manpower both in terms of quality and quantity to enable the attainment of its objectives. Hence, the extent to which an organisation's objective is accomplished is determined by the appropriate "mix" of these factors. For a University to deliver on its core mandates of "Teaching", "Research" and "Community Service", it needs to maintain at all times adequate and competent faculty. However, fulfilling this concern by universities all

over the world have remained a daunting challenge overtime. The FME (2013) revealed that despite the concerted efforts made by the NUC to moderate brain drain, there is very low lecturers' retention as private Universities alone had 66.1 % of academics turnover.

Of recent, the Ibrahim Badamasi Babangida University Lapai (a Niger State Government owned institution) established a decade and half ago was in the media with negative annotations. Several news stories purported that professors were resigning from the



University for Diverse Reasons; ranging from non-payment of salaries and allowances and poor general conditions of service. For a growing and aspiring citadel of learning passionately committed to the production of world-class graduates for the pursuit of all round excellence through quality research, teaching and community service, stories as such are unwarranted and demoralising. Having contend with the realities of what faculty turnover portends globally, the recent enmeshment of IBB University particularly in the social media over purported “massive resignation” of professors from the University, visibly trigger this study.

The worst hit in that imbroglio about massive turnover in IBB University, is the Faculty of Management and Social Sciences. Hence, this study evaluates turnover issues in the faculty. This media callousness regardless of the fair reputation of the University need to be investigated and reported.

It is important to appreciate from onset that the success of every organisation depend purely on the availability of the right calibre of manpower both in terms of quality and quantity. The extent to which the organisation’s objective is accomplished is equally determined by the same factor. Nwadiani and Akpotu (2006) corroborate that a university’s future highly depend in the number, quality, and effectiveness of its academic staff.

This study is poised to examine turnover and turnover intentions among academic staff of IBB University, Lapai. The study would specifically dissect the rate of turnover and turnover intentions, determine the fundamental motives behind such actions and making recommendations based on the findings.

Although extensive empirical efforts have been made globally on these theme, studies such as Ng’ethe, Iraro and Namusoungue (2013), Owence, Pinagese and Mercy (2013), Hundera (2014), and Adenike (2011) among others had all attempted to answer questions arising from academic staff turnover and what determines their intentions to quit by investigating possible antecedents of employees. However, to date, there has been little consistency in findings to the causes of turnover of employees which can be partly due to the diversity of methods employed by researchers and many other varying possible factors. This study would fill that gap with respect to IBB University, Lapai taking into considerations years 2005 to 2020.

2. Literature Review: Conceptual and Theoretical Clarifications

The issue of academic staff turnover and the extent to which it affects universities’ effectiveness is a global one; affecting both developed and developing countries. Sheweng (2011) in a study of employee turnover intentions in the University of Limpopo in South Africa implied this scenario. Sanderson, Phua, & Herda (2000) revealed that about 7.7% of full-time academic staff left their institutions for other places within one academic year. And of these, only 29% duly retired; the remaining 71% left for a variety of reasons. Similarly, Poll, Phua & Herda (2000) found that over 40% of United States full time academics had contemplated changing their careers within one academic year. Considerably too, a recent Carleton University publication indicated that one of the challenges that universities will face globally over the next decade or so is academic staff turnover. In a related development, Musah and Nkuah (2013) pointed out that most African institutions faces huge challenge of human



resources, which has debilitating effect on their ability to make strides in terms of socio-economic, political and academic development.

2.1 Employee Turnover

Turnover describes the trend and flow of manpower in and out of an organisation. It is the rate at which the existing staff of an organisation leaves compared to the rate at which new ones join the organisation. Although some amount of turnover is believed to be inevitable; some of which could arise from illness, accident, death, aging and variety of other personal reasons. However, excessive staff turnover can hamper severely on the overall productivity of an organisation. Therefore efforts should be geared toward determining the degree of turnover that is healthy or unhealthy. It is asserted in Owence, Pinagase, and Mercy (2014) that one way to understand turnover is by explaining the difference between Push and Pull factors. By Push factors, individuals are caused to look for another arising from dissatisfaction with current job and current working conditions while Pull factors attract employees towards another job or organisation. For example, higher salary or other higher supplementary benefits. In Abbasi (2000), employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the state of employment and unemployment.

High academic turnover rates according to Jain (2013) can lead to decreased performance and decreased consistency across a variety of indicators, including student achievement, disruption of a program's continuity and planning, decreased student learning as measured by standardized tests. Student achievement would also decrease when there is a shortage of academics to fill vacant positions. More

so, high turnover diminishes the sense of community, continuity, and coherence that is the hallmark of strong universities.

Shamsuzzoha and Shumon (2013) held that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally. Turnover force the organizations to incur huge costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job.

2.2 Employee Turnover Intentions

Turnover intention is the mental decisions prevailing between an individual's approach with reference to a job whether to continue or leave (Jacobs & Roodt, 2007). It is a situation whereby an employee contemplates withdrawing his services from an organisation on grounds of personal, organisational or environmental discontentment.

2.3 Causes of Turnover and Turnover Intentions

Turnover and turnover intentions can arise as a result of variety of factors. Peculiarity of these factors could differ from industry to industry and from organization to organization. Jha (2009) stated that no single factor can be attributed to turnover intentions and therefore recommended an approach for the study of factors affecting turnover intention of employees.

Mrope and Bangi (2014) outlined various management practices and found that cuts of employees' incentives and entitlements as the major cause of employee turnover. Alkahtani (2015) examined a number of studies and found seven common factors to trigger turnover; organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate,



employees' benefits and opportunities and organizational justice. Getie, Betre, & Harari (2015) in a study of Turnover Intention among Nurses in Ethiopia and found family arrangement, procedural justice, organizational commitment, promotion, payment, training opportunity, location of health institution, lack of transportation and job satisfaction to be associated with nurses' turnover intention.

Mulu (2014) studied factors affecting academic staff turnover intentions and the moderating effect of gender and found that the levels of role stress and intention to leave an organization is higher among female academic staff. The findings corroborate Bashir & Durrani (2014) which found stress as the most important variable that affect turnover intention.

2.4 Theoretical Framework

There are multitude of postulations in terms of theories that attempt to explain employee turnover. Of these, two theories, Expectancy and Equity provides clearer underpinning basis for understanding the key variables. The expectancy theory linked to Vroom (1964) is premised on the assumption that people join institutions as staff with reasonable expectations and their decision to either stay or quit as members of the institutions depend absolutely on the extent to which their expectations are met. Thus, the expectations are largely influenced by a number of factors which according to Daly and Dee (2006) include structural factors (work environment and work load) psychological factors (job satisfaction and organisational commitment) and situational factors (availability of job opportunities). Whereas, equity theory as advanced by Adams (1965) established that individuals seek to strike a balance between what (effort) they put into their work accomplishments and what they receive as

rewards of that effort. Relatedly, Vroom (1964) argues that equity theory is grounded on the assumption that individuals are guided by a moral system in which fair distribution of reward is a fundamental tenet. Therefore, employees expect fair, just and equitable return for what contribute to their jobs. It can therefore be deduced from these underlying presumptions that academic staff turnover in universities would be contingent upon the justifiability of what effort they placed in ensuring institution's effectiveness and the quantum of rewards they receive afterwards.

3. Methodology

This study is cross-sectional survey by design. As a pilot study, the population (n=66) is made up of academic staff (both existing and former) of the faculty of Management and Social Sciences of IBB University, Lapai only. For objectivity, validity and reliability, questionnaires were adapted from Mulie & Sime (2018) and Musah & Nkuah (2013). Section A triggered questions on Biographical Information while Sections B bordered on Turnover Intentions and Causes of Turnover for existing and former staff respectively. Sixteen (16) years (2005 – 2020) data (on year-by-year basis) relating to number of staff employed (NSE) and number of that left (NSL) was collected from the University's Registrar office between 2nd and 18th February, 2021. Using census method of data collection, 43 existing staff and 11 out of 19 staff that resigned participated in the survey. Owelgen (2020) pointed out the significance of using census method especially for relatively small population. It ensures that each and every item of the population is studied. Hence, it is highly reliable, accurate and free of bias tendency. Barati, Bandehelahi, Nopasandasil, Jormand, and Keshavarzi, (2021). Data was collected and analysed



using IBM SPSS Statistics 23 software package. T-test was conducted to determine the level of turnover while descriptive analysis involving mean and standard deviation statistics was carried out to identify the major factor(s) determining turnover and turnover intentions among the academic staff of the Faculty of Management and Social Sciences of IBB University, Lapai. Skuza (2013) states that measures of central tendency represents the central importance in robust statistics and avoids determining the parameter's importance arbitrarily. More so, Keller and Warrack (1999) emphasised the importance of descriptive statistical analysis for

summarisation and efficient presentation that aid quick decision making.

4. Results and Discussion

Table 4.1 below shows demographic distribution of respondents. Male respondents dominates the survey with 86.0 % and female 14.0%. 72.1% are married while 27.9 % are single. Departmental representation shows Accounting 18.60%, Business Administration 13.95%, Economics 23.26%, Political Science 18.60% and Public Administration 11.64%. 7.0% of the respondents are Professors, 11.6% Readers, 20.9% Senior Lecturers, 20.9% Lecturer I, 25.6% Lecturer II and 14.0% are Assistant Lecturers.

Table 4.1 Demographic Information of the Respondents

Respondent Background	Description	N	N %
Gender	Male	37	86.0%
	Female	6	14.0%
Age	30 -40	8	18.6%
	41 -50	15	34.9%
	51 -60	11	25.6%
	61 -70	9	20.9%
Marital Status	Married	31	72.1%
	Single	12	27.9%
Department	Accounting	6	13.95%
	Business Administration	8	18.60%
	Economics	6	13.95%
	Political Science	10	23.26%
	Public Administration	8	18.60%
	Sociology	5	11.64%
Year of Service in IBB University	1 – 3	1	2.3%
	4 – 6	20	46.5%
	7 – 10	6	14.0%
	11- 15	16	37.2%
Rank	Professor	3	7.0%
	Reader	5	11.6%
	Senior Lecturer	9	20.9%
	Lecturer 1	9	20.9%
	Lecturer 2	11	25.6%
	Assistant Lecturer	6	14.0%
	Graduate Assistant	0	0.0%

Source: Researcher's Survey, 2021 (SPSS Output)



Table 4.2 below shows the result of one sample t-test determining the rate of academic staff turnover. The analysis indicate that at 95% confidence interval, the

total number of staff that left the faculty is significant at .001 with 4.155 t-value. The implication is that the rate of turnover is high.

Table 4.2 One-Sample Test on the Rate of Academic Staff Turnover

	Test Value = 0		Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	T	df			Lower	Upper
Total Number of Staff Employed	5.842	15	.000	4.250	2.70	5.80
Total Number of Staff that Turnover	4.155	15	.001	1.563	.76	2.36

Source: Researcher's Survey, 2021 (SPSS Output)

From Table 4.3 below, descriptive analysis shows that the lead factor influencing turnover among the academic staff in the faculty is "better opportunity" with 3.58 mean statistics and 1.735 standard deviation which is the highest in the table. "Late

payment of salaries" is the closest factor with 2.49 mean statistics and standard deviation of 1.624 allude to by the staff that left the university in the last sixteen (16) years (2005-2020).

4.3 Descriptive Statistics on the Factors the Led to Turnover

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
Better Opportunity	11	0	5	3.58	1.735	-1.090	.361
Late Payment of Salaries	11	0	5	2.49	1.624	.372	.361
Family Pressure	11	0	5	2.51	1.667	.286	.361
Non-Payment of Allowances	11	0	5	2.23	1.428	.443	.361
Unconducive Working Environment	11	0	5	3.02	1.520	-.596	.361
Harsh Condition of Service Compared to other Public Universities	11	0	5	3.12	1.451	-.555	.361
Low Salary Package Compared to other Public Universities	11	0	5	3.14	1.582	-.845	.361
No Promotion	11	0	5	3.23	1.461	-.473	.361
Work Overload	11	0	5	2.63	1.448	.004	.361
Non Payment of Salary	11	0	5	1.67	1.190	1.209	.361
Valid N (listwise)	11						

Source: Researcher's Survey, 2021 (SPSS Output)

Table 4.4 below shows the descriptive statistics relating to the existing that have turnover intentions. The analysis indicates

that of the 43 respondents, those who are "currently searching for new job have the highest mean statistic of 3.28 and standard



deviation of 1.652. This figure is the highest in the list. However, those who are planning to resign their jobs has the minimum mean statistic of 1.98 and standard deviation of 1.165. This finding is line with Getnet & Shibirou (2020) who found that high proportion of academic have turnover intention in Binga University from their

analysis of 157 staff members using descriptive statistics. This is also consistent with Ramasamy & Abbudullah (2020) in a survey of 361 academics, who analyzed data using Structural Equation Modeling (SEM) and revealed that perceived alternative job, job security and work overload influence turnover intention among academics.

Table 4.4 Descriptive Statistics on Turnover Intentions

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
I am currently searching for new job	43	0	5	3.28	1.652	-.669	.361
I often think of changing my job	43	0	5	3.26	1.544	-.777	.361
I am satisfied with my current Job	43	0	5	3.02	1.389	-.267	.361
I am Planning to resign from IBB University	43	0	5	1.98	1.165	.900	.361
Valid N (listwise)	43						

Source: Researcher's Survey, 2021 (SPSS Output)

Conclusions and Recommendation

There is no doubt that with a number of literatures reviewed and findings obtained for this study, there is prevalence of turnover among academic staff in the area of study. We can further generalised by inference that this would not be any different from what obtains from other higher institutions. Universities are therefore implored to put measures in place to mitigate high turnover rates and turnover intentions. They should continually work on improving the welfare and working condition of academic staff.

References

Adebisi A. E and Amos, D.D (2020). Employees' Turnover Intention: A Survey of Academic Staff of Selected Private Universities in Ondo State. *International Journal of Scientific and Research Publication*,10(2) 263-268.

Alkahtani H. (2015). Investigating factors that influence employees' turnover intention: a review of existing empirical works, *International Journal of Business and Management*, 10(12), 152 – 166. DOI:10.5539/ijbm.v10n12p152

Attiah, N. G. E. and AbouDahab, A. (2020). Investigating the Factors Affecting Employees' Turnover Intentions in the Educational Sector. *The Business and Management Review*; 8 (5), 316-3

Barati, M., Bandehelahi, K., Nopasandasil, T., Jormand, H.,and Keshavarzi, A. (2021). Quality of life and its related factorsin women with substance use disordersreferring to substance abuse treatment centers, *BMC Women's Health*. 12 (16), <https://doi.org/10.1186/s12905-020-01155-7>



- Bashir A. and Durrani F. (2014). A study on determinants of turnover intention in Pakistan. *Journal of Public Administration and Governance*, 4 (3)
- Getie G. A., Betre, E. T. & Harari, H. A. (2015). Assessment of factors affecting turnover intention among nurses working at governmental health care institutions in east Gojjam, Amhara Region, Ethiopia, *American Journal of Nursing Science*, 4, (3), 107 – 112. <http://www.sciencepublishinggroup.com/j/ajns>
- Getnet, B. & Shibiru, A. (2020). Determinants of Academic Staff Turnover Intention in Case of Bonga University. *Research in Humanities and Social Sciences*; 10(5), 36-40. DOI:10.7176/RHSS/10-5-05
- Hussain A., Khan, M.A, and Hussain, J. (2020). Interplay of Organizational Commitment and Turnover Intention in Academic Sector. *Review of Economics and Development Studies*, 6(2), 501-512.
- Ishola, M.A, Abdulkareem, A.Y, Suleiman, Y. & Aliyu, L. A. (2020). Lecturers perception of academic staff retention strategies, job retention and goal achievement in private universities in south west Nigeria. *Islamic University Multidisciplinary Journal*, 7(2), 239-244.
- Jha S. (2009). Determinants of employee turnover intentions: A Review *Management Today*, 9(2), 26-33. DOI: <https://ssrn.com/abstract=2442689>
- Kalayu, H., Meaza, B., and Abebe, M. (2020). The pattern, intent and causes of employees' turnover in Debreberhan University. *Journal of Human Resource Management*, 8(1), 21-31.
- Kassaw, A. (2018). Determinants of turnover intention in academic institutions: study conducted on Wolaitasodo University, Ethiopia. *International Journal of Academic Research and Development*, 3(5), 7-14.
- Mrope G, Bangi I. (2014). Examining the influence of management practice and attitudes on employee turnover: A case of kibaha district council. *The International Journal of Business & Management*, 2 (9), 2321-8916, Retrieved from: www.theijbm.com
- Mulie, H. and Sime, G. (2018). Determinants of turnover intention of employees' among the academic staffs: The case study of some selected Ethiopian universities. *Journal of Economics and Sustainable Development*, 9(15), 18-29.
- Mulu B. (2014). Factors affecting academic staff turnover intentions and the moderating effect of gender. *International Journal of Research in Business Management*, 2 (9), 57-70
- Musah, A.A, Nkuah, J.K. (2013) Reducing employee turnover in tertiary institutions in Ghana: the role of motivation. *Journal of Education and Practice*, 4(18), 115-134.
- Ramasamy, V. and Abbudullah, N. H. (2020). Assessing turnover antecedents among academics at private universities in Malaysia. *International Journal of Scientific and Technology Research*, 9(3), 1642-1650.
- Sanderson, A., Phua, V. & Herda, D. (2000). The American faculty poll. TIAA-CREF, New York: *National Opinion Research Center*, Illinois: Chicago.
- Zhang, D., Wang, L., Su, W., Liu, Y., Shen, R., & Bi, P. (2007). Advantages and challenges of using census and multiplier methods to estimate the number of female sex workers in a Chinese city. Routledge: Taylor and Francis Group, 19 (1), 17-19.