

Original Paper

Motivation, Job Satisfaction and Turnover Intention Level of Academic Staff in Private Universities in Southwestern Nigeria

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Abstract

The study investigated the influence of level of motivation and job satisfaction on the level of turnover intention of academic staff in private universities in Southwestern Nigeria. The descriptive design method was employed and multi-stage sampling technique was adopted for the study. One thousand four hundred and seventy three academic staff participated in the study. The participants were drawn from 8 private universities randomly selected from 4 states which were randomly sampled from 6 states in Southwestern geo-political zone. Research questions were analysed using frequency counts, percentages, mean and standard deviation and multiple regression was used to analyse the hypothesis. The results revealed low level of motivation and job satisfaction as well as high level of turnover intention of academic staff in private universities in Southwestern Nigeria. Results also indicated a significant influence of the level of motivation and job satisfaction on the level of turnover intention of academic staff in private universities in Southwestern Nigeria. This means that 12% of the total variance in turnover intention of academic staff in private universities in Southwestern Nigeria is attributed to the influence of the level of motivation and job satisfaction. This indicates that the independent variables (motivation level and job satisfaction level) and the dependent variable (turnover intention level) have linear and significant relationship.

Keywords

level of motivation, level of job satisfaction, level of turnover intention, private universities, academic staff

1. Introduction

Private universities, like any other work organization, require stable staff to achieve the goals they were set up for. In the case of private universities, emotionally and physically stable academic staff is germane to effective performance of the institutions, in an efficient manner, in order to serve the purpose for which

university education was set up for private participation. It is, therefore, important for private universities to put in place a workable means to achieve the retention of their good academic staff.

A high rate of turnover of academic staff is a major challenge facing private universities (Oseni, 2015). Udenta (2016) asserts that all young lecturers presently working in most of the private universities are there waiting for a door of opportunity to open for them to quit for another institution or another organization. According to Ajadi (2010), it would get to a time when most of the private universities would find it difficult to recruit good academic staff, if their conditions of service remains unimproved. This invariably speaks volume for the psychological state of mind of most of the academic staff currently working in private universities in Southwestern Nigeria. It holds that most of the academic staff are having turnover intention in their present universities to quit for another institution where they think they will enjoy a better condition of service.

Having an intention to leave an organization has a high tendency to foster absenteeism (which occurs in the course of searching for a new job), moonlighting (working at an additional job after regular, full time employment), low or pseudo commitment, dwindled loyalty, declined productivity, and poor service delivery. These have an adverse effect on productivity level, quality of service and organizational goals achievement. The cost of the effect of staff absenteeism, low commitment and disloyalty to university education is high. Instructional programmes are disrupted, resources are wasted, students' cognitive achievement is negatively affected, institution cohesion is weakened, and overall performance of the institutions is undermined. This will not augur well for the nation which largely depends on university institutions for the production of highly skilled human capital for its holistic development. In the light of this, reducing the level of turnover intention of academic staff remains a primary concern of the management of private universities in Southwestern Nigeria.

Most researches done in the field of turnover have shown that organizations would retain their good employees if remuneration, support service, welfare, security, relationship and work environment are provided (Bussin, 2002; Metcalf, Rolfe, & Weale, 2005; Samuel & Chipunza, 2009; Hong, Hao, Kumar, Ramadran, & Kadiresan, 2012; Islam, Ahmad, Ali, Ahmed, & Bowra, 2013), though less of these studies were conducted on turnover intention of academic staff in the private sector of university education in Nigeria. Most of these factors are found to exist in most organizations, and the essence is for the motivation and job satisfaction of the employees, yet turnover of their good employees persist. Likewise, private universities in Southwestern states may not lack in the provision of these factors for their academic staff, but still record some levels of turnover intention of their academic staff. This informs the interest of the current study in finding out the level to which these factors motivate and improve job satisfaction of the academic staff of private universities in Southwestern Nigeria and its influence on the level of their turnover intention.

The study investigated to which level academic staff of private universities were motivated and have their job satisfaction improved by salary, reward and compensation system, promotion and career advancement opportunities, work-life balance, leave, training and research supports, job security,

workplace security, inter-workers and management-workers relationship, work environment, academic freedom and facilities as well as amenities.

This study mainly investigated the influence of the level of motivation and job satisfaction on the level of turnover intention of academic staff in private universities in Southwestern Nigeria. The study also achieved the following specific objectives.

- 1) ascertaining the level of turnover intention of academic staff in private universities in Southwestern Nigeria,
- 2) investigating the level of motivation of academic staff in private universities in Southwestern Nigeria,
- 3) investigating the level of job satisfaction of academic staff in private universities in Southwestern Nigeria,
- 4) finding out if the level of motivation and job satisfaction have any significant influence on the level of turnover intention of academic staff in private universities in Southwestern Nigeria,

1.1 Research Questions

- 1) What is the level of turnover intention of academic staff in private universities in Southwestern Nigeria?
- 2) What is the level of motivation of academic staff in private universities in Southwestern Nigeria?
- 3) What is the level of job satisfaction of academic staff in private universities in Southwestern Nigeria?

Hypothesis

H₀1: the level of motivation and job satisfaction has no significant influence on the level of turnover intention of academic staff in private universities in Southwestern Nigeria.

2. Method

2.1 Design

The study adopted a descriptive survey research design to ascertain the influence of the level of motivation and job satisfaction on the level of turnover intention of academic staff in private universities in Southwestern Nigeria.

2.1.1 Population and Sample

The population of this study comprised all academic staff in 37 licensed private universities owned by private individuals and religious organizations (faith-based private universities) in Southwestern Nigeria. The participants of the study consisted of 1665 academic staff selected using multi-stage sampling procedure. At the first stage, the researcher used stratified sampling technique to divide private universities into two strata, which consisted of faith-based universities owned by religious organizations (stratum 1) and universities owned by private individuals (stratum 2). At the second stage, the names of the six states in the Southwestern geo-political zone were written on a separate sheet of papers and wrapped, then four states (Lagos, Ogun, Osun and Oyo) were randomly selected from the six states. In

stage 3, the researcher firstly used purposive random sampling technique to select from private universities that were established in or before 2010, which have the tendency of having or supposed to have more long serving academic staff. In stage 4, Random sampling method was used in which the names of the universities (established in or before 2010) owned by religious organizations were written on a separate sheet of papers for each state and one university was randomly selected in the state for the study. The same thing was done for the universities owned by private individuals in each of the four states. By this process, four universities owned by religious organizations and four universities owned by private individuals were randomly sampled in the selected four states making eight universities altogether that were sampled for the study.

A questionnaire with Cronbach alpha reliability coefficient value of 0.83, was administered to the participants to collect data for the study. The rate of return was high as one thousand seven hundred and forty three (1743) questionnaires were retrieved and found usable out of one thousand six hundred and sixty five (1665) copies distributed. Descriptive statistics was used to analyse the demographic data of the respondents. All research questions were analysed using frequency counts, percentages, mean and standard deviation. A mean score below 2.5 was regarded as 'disagree' or 'low' while a mean score of 2.5 and above was accepted as 'agree' or 'high' as the case may be. The only hypothesis formulated for the study was tested using multiple regression at level of significance of 0.05, that is, in 5% of the cases, the decision reached was taken to be in error, 5 out of 100 times.

3. Result

Research Question 1: What is the level of turnover intention of academic staff in private universities in Southwestern Nigeria?

Table 1 presents the responses of the respondents to the research question raised to find out the level of intention of academic staff of private universities in Southwestern Nigeria to leave their present universities for a competitor. In order to determine the aggregate responses of the respondents on the items in Table 1, responses to 'low' and 'very low' were added together to get a value for each item in the questionnaire. Also, responses to 'high' and 'very high' were added together to get aggregate value for high level of turnover intention of academic staff with respect to each item in the questionnaire. Likewise, the percentages were added together to get a value for both percentage low level and percentage high level.

Therefore, the plan of four hundred and fourteen (283, low and 131, very low, added together), that is, 28.1% (addition of 19.2%, low and 8.9%, very low) of the respondents to quit their present universities if there is better offer elsewhere is low, while one thousand and fifty-nine that is, 71.9% respondents expressed that their plan to quit is high. This indicates that the plan of academic staff of private universities in Southwestern Nigeria to quit their present universities is high with a mean of 2.95 and a high standard deviation of 0.929.

Also, the number of those that said they saw continuous manifestation of reasons to quit their present universities is nine hundred and ninety-six (996 (67.6%)), which implies that it is high. The number of those that responded otherwise is low (477 academic staff), which represents 32.4% (addition of 28.7% and 3.7%) of the respondents. This shows that majority of the academic staff continuously see reasons to quit their present universities with a mean of 2.76 and standard deviation of 0.703.

The table also shows that the passion of 464 respondents (31.5%) to search for another place to work is low, whereas for 1,009 respondents (68.5%), it is high. This indicates that majority of the academic staff of private universities in Southwestern Nigeria have high passion to search for another place to work, with a mean of 2.76 and standard deviation of 0.718.

According to the responses of 536 respondents (36.4%), the level of their hopelessness to have fulfilled work life by continuing with their present institutions is low, that is, they still have hope to have a fulfilled work life in their present universities. However, 937 respondents (63.6%) indicated that the level of their hopelessness to have a fulfilled work life by continuing in their present institutions is high. Therefore, with a mean of 2.68 and standard deviation of 0.784, academic staff of private universities in Southwestern Nigeria have high level of hopelessness to have a fulfilled work life by continuing in their present universities.

Eight hundred and forty four ((57.5% addition of very high and high responses) responded to having quest to enjoy at least same level of benefit as their input, while 629 (42.7%) responded otherwise. It portends that the academic staff that responded to having the quest were experiencing a negative discrepancy between their input to their present university and what they were getting from the university. With mean value of $2.68 > 2.5$ and standard deviation of 1.056, the quest was high enough to make academic staff think of leaving their present university for competitors.

Table 1 further shows that 947 (64.3%) respondents indicated that management's slowness in attending to the needs of academic staff was high while 526 (35.7%) had a contrary opinion. More academic staff would therefore decide to quit their present universities because management did not respond promptly to the needs of academic staff. Mean value of $2.78 > 2.5$ and standard deviation of 0.932 indicates high level turnover intention of academic staff consequent upon the management's slowness in attending to their needs.

As shown in Table 1, 1028 (69.8%) respondents had a high feeling of being less motivated, but the rest (445 (30.2%)) had a low feeling of being less motivated in their present university. More academic staff, according to the result felt unmotivated by their present university with a mean value of $2.66 > 2.5$ and standard deviation of 0.848.

Table 1 further reveals that level of poor treatment they experienced in their present universities was high with 949 (64.4%) reported high level and 524 (35.6%) reported low level; mean value is $2.73 > 2.5$ and standard deviation = 0.728.

In response to item 9, in Table 1, asking for the level of academic staff's dis-satisfaction with current work conditions in their present institutions, 884 (60%) responded that the dis-satisfaction level was high

while 589 (40%) responded that the level was low. Therefore, with mean value of $2.60 > 2.5$ and standard deviation = 0.830, academic staff's dis-satisfaction with current work conditions in private universities was high.

Feeling of getting less benefits than what was contributed to help achieve the goals of private universities was high for 1104 (74.9%) respondents but low for 369 (25.1%) respondents. Academic staff rationally would not like to get benefits short of the service they render to the university, so with mean value of $2.86 > 2.5$ and standard deviation of 0.670, it can be concluded that the feeling was high.

Table 1 also reveals that more respondents (933 (63.3%)) reported that management failed to respond adequately to the yearnings of academic staff, while 540 (36.7%) respondents reported otherwise. This indicated that management's failure to respond adequately to the yearning of academic staff had more effect on more academic staff than those respondents on whom it had less effect. Therefore, with mean value of $2.66 > 2.5$ and standard deviation = 0.774, management's failure to respond adequately to the yearnings of academic staff was high.

The overall result shows that with average mean scores of $2.74 > 2.5$, the level of turnover intention of academic staff in private universities in Southwestern Nigeria is high.

Table 1. Level of Turnover intention of Academic Staff in Private Universities in Southwestern Nigeria

S/N	Items	Very High	High	Low	Very Low	Mean	Std. Deviation	Decision
1	Plan to quit if there is better offer elsewhere	468 (31.8%)	591 (40.1%)	283 (19.2%)	131 (8.9%)	2.95	0.929	High
2	Reasons to quit continuously manifest	173 (11.7%)	823 (55.9%)	422 (28.7%)	55 (3.7%)	2.76	0.703	High
3	Passion to search for another place to work	178 (12.1%)	829 (56.3%)	399 (27.1%)	67 (4.5%)	2.76	0.718	High
4	Level of Hopelessness to have a fulfilled work life by	178 (12.1%)	759 (51.5%)	423 (28.7%)	113 (7.7%)	2.68	0.783	High

	continuing with my present institution							
5.	quest to enjoy at least same level of benefit as my input to my present university	408 27.7%	436 29.6%	374 25.4%	255 17.3%	2.68	1.056	High
6.	Management's slowness in attending to the needs of academic staff	352 23.9%	595 40.4%	366 24.8%	160 10.9%	2.78	0.932	High
7.	Feeling of being less motivated	156 10.6%	872 59.2%	239 16.2%	210 14.0%	2.66	0.848	High
8.	Level of poor treatment experience from my present institution	182 12.4%	767 52.0%	465 31.6%	59 4.0%	2.73	0.728	High
9.	Dis-satisfaction with current work conditions in my present institution	165 11.2%	719 48.8%	423 28.7%	166 11.3%	2.60	0.830	High
10.	Feeling of getting less than I contribute to my present university	192 13.0%	912 61.9%	328 22.3%	41 2.8%	2.86	0.670	High
11.	Management's failure to respond adequately to the yearnings of academic staff	159 10.8%	774 52.5%	419 28.4%	121 8.3%	2.66	0.774	High

Average mean score = 2.74

High

Decision Level: Mean \geq 2.5 (High); Mean $<$ 2.5 (Low)

Table 2 gives results of determination rating scale (in percentage) of academic staff's intention to quit private universities for competitors. Responses 'A' and 'B' were added together to indicate high level; response 'C' is moderate level; and 'D' and 'E' too were added together to indicate low level.

It is revealed in Table 2 that the 1024 (69.5%), representing the highest number of the respondents, rated low (1%-49%) the level at which their current job in their present private universities was satisfying their personal needs; 1051 (71.4%) responded that the rate at which the respondents got frustrated when denied opportunity to achieve their personal work-related goals was high (56%-100%); 1023 (69.5%) respondents that the rate at which they looked forward to another day at their present institution was low (1%-49%); 1032 (70%), representing the highest number of the participants declared that their Dreaming about getting a job in another university that will better promote their personal needs was high (56%-100%); and that 1044 (70.9%) rated their turnover intention between 56% and 100%.

The results portend that the majority of the respondents would quit their present universities for the fact that the rate at which their current job was satisfying their personal needs was low; the rate at which they got frustrated when denied opportunity to achieve their personal work-related goals was high; the rate at which they looked forward to another day at their present institution was low; their Dreaming about getting a job in another university that would better promote their personal needs was high; and so they would rate their intention to quit their present university for a competitor at the slightest opportunity.

The rating gives credence to the main questionnaire items on the level of turnover intention of the academic staff in private universities in Southwestern Nigeria. With these results, it was found that the level of turnover intention of academic staff of private universities was high. It therefore means that majority of the academic staff in private universities in Southwestern Nigeria would like to leave their present universities for competitors at any slight opportunity.

Table 2. Turnover Intention Determination Rating Scale (in percentage) of Academic Staff in Private Universities for Competitors

Statement, Frequency and Percentage						
1	2	3	4	5		
What is the rate at which the current job is satisfying your personal	The rate at which you got frustrated when denied opportunity to achieve your	The rate at which you look forward to another day at your present	Dreaming about getting a job in another university that will	How would you rate your intention to quit your present university for a		

Responses	needs?	personal work- related goals	institution	better promote your personal needs	competitor the slightest opportunity?	at
A 70%-100% (very high)	72 4.9%	436 29.6%	80 5.4%	412 28.0%	416 28.3%	
B 56%-69% (High)	288 19.6%	615 41.8%	283 19.2%	620 42.0%	628 42.6%	
C 50%-55% (Moderate)	89 6.0%	30 2.0%	87 5.9%	44 3.0%	37 2.5%	
D 31%-49% (Low)	689 46.8%	339 23.0%	726 49.3%	299 20.3%	331 22.5%	
E 1%-30% (very low)	335 22.7%	53 3.6%	297 20.2%	98 6.7%	61 4.1%	
Decision	Low	High	Low	High	High	

Research Question 2: What is the level of motivation of academic staff in private universities in Southwestern Nigeria?

Table 3 reveals that among all the pay related factors, only salary induced high motivation of the respondents (17.0% low; 83% high (sum of percentage low and percentage high respectively); mean = 2.96; and standard deviation = 0.601). The rest of the pay factors from items 2 to 7 induced low motivation: reward for good job performance (47.4% high; 52.6% low; mean = 2.46; and standard deviation = 0.644); reward for initiative (43.1% high; 56.9% low; mean = 2.38; and standard deviation = 0.665); reward for research breakthrough (38.9% high; 61.1% low; mean = 2.32; and standard deviation = 0.881); compensation for extra workloads (41.2% high; 58.8% low; mean = 2.29; and standard deviation = 0.734); compensation for holding a leadership position (39.8% high; 60.2% low; mean = 2.27; and standard deviation = 0.751); compensation for being a member of a committee (40.1% high; 59.9% low; mean = 2.26; and standard deviation = 0.744).

Table 3 also shows that 29.4% of the respondents had high motivation, 70.6% signified that they had low motivation from promotion. Therefore, with mean score = 2.11 and standard deviation of the scores = 0.764, promotion in the selected private universities induced low motivation. Likewise, the responses of the respondents to the level of inducement of motivation by career advancement opportunities (32.6%

high; 67.4% low; mean = 2.19; standard deviation = 0.815); work-life balance (29.2% high; 70.8% low; mean = 2.13; standard deviation = 0.744); sabbatical leave (23.5% high; 76.5% low; mean = 2.06; standard deviation = 0.770); accumulated leave (17.4% high; 82.6% low; mean = 1.96; standard deviation = 0.688); leave of absence (19.3% high; 80.7% low; mean = 1.98; standard deviation = 0.686) reveal that they all induced low motivation. This could be further established by the average mean scores (2.07) and standard deviation (3.351) of the scores of all the welfare factors.

Furthermore, Table 3 reveals that the two factors identified as university supports factors induced low motivation of the respondents. The scores show that training support could only induce high motivation of just 25.5% of the respondents, but 74.5% of the respondents reported low motivation. This is clearer from the mean score, which is 2.09 and standard deviation of 0.719. Likewise, research support could only induce high motivation of just 26.2% of the respondents, but it gave low motivation to 73.8% of the respondents. Therefore, with mean score = 2.09 and standard deviation = 0.722, research support induced low motivation of the academic staff. The average of the mean scores (2.09) and the standard deviation of the overall scores of university support items (1.398) imply that, the academic staff in the studied private universities were not motivated by university supports factors. The overall result with average mean of $2.24 < 2.5$, therefore, reveals that the level of motivation induced by retention factors in academic staff in private universities in Southwestern Nigeria was low.

Table 3. The Level of Motivation of Academic Staff in Private Universities in Southwestern Nigeria

Items	Very High	High	Sum Of High	Low	Very Low	Sum Of Low	Mean	Std. Deviation	Decision
Salary	212 (14.4%)	1010 (68.6%)	1222 (83%)	227 (15.4%)	24 (1.6%)	251 (17%)	2.96	0.60	High
Reward For Good Job Performance	49 (3.3%)	649 (44.1%)	698 (47.4%)	702 (47.7%)	73 (4.9%)	775 (52.6%)	2.46	0.64	Low
Reward For Initiative	36 (2.4%)	599 (40.7%)	635 (43.1%)	721 (49%)	117 (7.9%)	838 (56.9%)	2.38	0.66	Low
Reward For Research Breakthrough	48 (3.3%)	525 (35.6%)	573 (38.9%)	727 (49.4%)	173 (11.7%)	900 (61.1%)	2.32	0.88	Low
Compensation For Extra Workloads	33 (2.2%)	574 (39.0%)	607 (41.2%)	654 (44.4%)	212 (%14.4)	866 (58.8%)	2.29	0.73	Low

Compensation For Holding Leadership Position	40 (2.7%)	546 (37.1%)	586 (39.8%)	656 (44.5%)	231 (15.7%)	887 (60.2%)	2.27	0.75	Low
Being A Member Of A Committee	32 (2.2%)	558 (37.9%)	590 (40.1%)	651 (44.2%)	232 (15.7%)	883 (59.9%)	2.26	0.74	Low
Promotion Career Advancement Opportunities	38 (2.6%)	395 (26.8%)	433 (29.4)	728 (49.4%)	312 (21.2%)	1040 (70.6%)	2.11	0.76	Low
Work-Life Balance	88 (6.0%)	392 (26.6%)	480 (32.6%)	706 (47.9%)	287 (19.5%)	993 (67.4%)	2.19	0.81	Low
Sabbatical Leave Accumulated Leave	43 (2.9%)	387 (26.3%)	430 (28.3%)	762 (51.7%)	281 (19.1%)	1043 (70.8%)	2.13	0.74	Low
Leave Of Absence	68 (4.6%)	278 (18.9%)	346.8 (23.5%)	800 (54.3%)	327 (22.2%)	1127 (76.5%)	2.06	0.77	Low
Training Support	31 (2.1%)	225 (15.3%)	256 (17.4%)	867 (58.8%)	350 (23.8%)	1217 (82.6%)	1.96	0.68	Low
Research Support	23 (1.6%)	261 (17.7%)	284 (19.3%)	848 (57.5%)	341 (23.2%)	1189 (80.7%)	1.98	0.68	Low
Average Mean = 2.24	37 (2.5%)	339 (23.0%)	376 (25.5%)	812 (55.1%)	285 (19.4%)	1097 (74.5%)	2.09	0.71	Low
	35 (2.4%)	351 (23.8%)	386 (26.2%)	798 (54.2%)	289 (19.6%)	1087 (73.8%)	2.09	0.72	Low

Decision Level: Mean \geq 2.5 (High); Mean $<$ 2.5 (Low)

Research Question 3: What is the level of job satisfaction of academic staff in private universities in Southwestern Nigeria?

The two items (job security and workplace security) identified under security factors, as shown in Table 4 shows that job security induced low job satisfaction of the respondents, while workplace security induced high job satisfaction. As 28.2% of the respondents reported high job security-induced job satisfaction, 71.8% reported low job security-induced job satisfaction (mean = 2.34 and standard deviation = 0.634); and 58.7% reported high workplace security-induced job satisfaction and 41.3% reported low workplace security-induced job satisfaction (mean = 2.59 and standard deviation = 0.619). Considering the average mean scores (2.46) and the standard deviation of the overall scores (0.860), it

could be deduced that security factors induced low job satisfaction of the academic staff in the sampled private universities in Southwestern Nigeria.

Table 4 further reveals that 65.4% of the respondents reported high job satisfaction induced by inter-workers relationship and 34.6% reported low job satisfaction (mean = 2.74 and standard deviation = 0.704), therefore job satisfaction of the academic staff in the sampled private universities from inter-workers relationship was high. The results also show that 48.0% of the respondents had high job satisfaction induced by management-workers relationship, while 52% had low job satisfaction. With mean score of 2.41 and standard deviation of 0.804, academic staff job satisfaction induced by management-workers relationship was low. It is clear, therefore, that human relationship factors induced high job satisfaction of the academic staff of the studied private universities with average mean scores of 2.58

Table 4 also shows that conducive work environment induced high job satisfaction (59% high; 41% low; mean = 2.50; and standard deviation = 0.736); but the other two items induced low job satisfaction: academic freedom (13.5% high; 86.5% low; mean = 1.96; and standard deviation = 0.597); and facilities and amenities (26.8% high; 73.2% low; mean = 2.16 and standard deviation = 0.664). The average mean score is 2.21, it means, therefore that environment factors induced low job satisfaction of the respondents in the sampled private universities. It could therefore be deduced from the results in Table 4 that with overall average mean score of 2.35, retention factors induced low job satisfaction in academic staff in private universities in Southwestern Nigeria.

Table 4. The Level of Job Satisfaction of Academic Staff in Private Universities in Southwestern Nigeria?

Items	Very High	High	Sum of High	Low	Very Low	Sum of Low	Mean	Std. Deviation	Decision
Job security	106 (7.2%)	309 (21.0%)	415 (28.2%)	1033 (70.1%)	25 (1.7%)	1058 (71.8%)	2.34	0.634	Low
Workplace security	54 (3.7%)	810 (55.0%)	864 (58.7%)	559 (37.9%)	50 (3.4%)	609 (41.3%)	2.59	0.619	High
Inter-workers Relationship	177 (12.0%)	786 (53.4%)	963 (65.4%)	463 (31.4%)	47 (3.2%)	751 (34.6%)	2.74	0.704	High
Management-workers relationship	135 (9.2%)	572 (38.8%)	707 (48.0%)	530 (36.0%)	236 (16.0%)	766 (52%)	2.41	0.804	Low
Conducive work	45	823	868	435	170	605			High

environment	(3.1%)	(55.9%)	(59%)	(29.5%)	(11.5%)	(41%)	2.50	0.736	
Academic	19	180	199	1004	270	1274			Low
freedom	(1.3%)	(12.2%)	(13.5%)	(68.2%)	(18.3%)	(86.5%)	1.96	0.597	
Facilities and	32	363	395	883	195	1078			Low
Amenities	(2.2%)	(24.6%)	(26.8%)	(60%)	(13.2%)	(73.2%)	2.16	0.664	
Average mean = 2.35									Low

Decision Level: Mean \geq 2.5 (High); Mean $<$ 2.5 (Low)

4. Testing of Hypothesis

H₀1: the level of motivation and job satisfaction has no significant influence on the level of turnover intention of academic staff in private universities in Southwestern Nigeria

Table 5 presents the analysis of the hypothesis testing for the influence of the level of motivation and job satisfaction on turnover intention level of academic staff of private universities in Southwestern Nigeria. The model summary shows an R Square of 0.120. This means that 12% of the total variance in turnover intention of academic staff in private universities in Southwestern Nigeria is attributed to the influence of the level of motivation and job satisfaction. The Analysis of Variance (ANOVA) shows that the F-test is significant ($F_{(2,1470)} = 199.730$, $p = 0.000 < 0.05$). This indicates that the independent variables (motivation level and job satisfaction level) and the dependent variable (turnover intention level) have linear and significant relationship. The result proves that both the independent variables had significant influence on turnover intention level of academic staff in private universities in Southwestern Nigeria. Based on this result, the hypothesis was rejected.

Table 5. Influence of the Level of Motivation and Job Satisfaction on Turnover intention Level of academic Staff in Private Universities in Southwestern Nigeria

Model Summary							
R	.346^a						
R Square	0.120						
Adjusted R Square	0.119						
Standard Error of the Estimate	2.62710						
a. Predictors (constant), Retention factors							
ANOVA^a							
Model	Sum of Square	Df	Mean Square	F	p-value	Remark	
Regression	1378.466	2	1378.466	199.730	0.000 ^b	Significant	
Residual	10152.309	1470	6.902			p<0.05	

Total	11530.775	1472
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a. Dependent variable: Turnover intention b. Predictors (constant), Retention factors

5. Discussion

The results in table 1, which answered research question 1, revealed that the average aggregate mean score of 2.74 was greater than the criterion mean score of 2.50, thus, this implies that the level of turnover intention of academic staff in private universities in Southwestern Nigeria was high. Furthermore, the results in Table 2, in support of the results in Table 1, portended that the majority of the respondents (69.5%) would quit their present universities for the fact that the rate at which their current job was satisfying their personal needs was low; 71.4% would leave because the rate at which they got frustrated when denied opportunity to achieve their personal work-related goals was high; 69.5% would quit for the rate at which they looked forward to another day at their present institution was low; 70% would quit because their dreaming about getting a job in another university that would better promote their personal needs was high; and so 70.9% would rate their intention to quit their present university for a competitor at the slightest opportunity. The rating gives credence to the main questionnaire items on the level of turnover intention of academic staff in private universities in Southwestern Nigeria. With these results, it was found that the level of turnover intention of academic staff of private universities was high. It therefore means that majority of the academic staff in private universities in Southwestern Nigeria would like to leave their present universities for competitors at any slight opportunity. The findings authenticate Udenta's (2016) speculation that any young and vibrant lecturers in the private universities are there, probably due to lack of job; they would likely leave for any public university anytime a door of opportunity is open. The finding had revealed that most of the academic staff of private universities, though physically present, are nursing intention to quit the private universities where they worked, for a better job in another institution.

Table 3 presented the results which provided answer to research question 2 about the level of motivation of academic staff of private universities in Southwestern Nigeria. The overall result with average mean of 2.24, which is less than the criterion mean score of 2.50, revealed that the level of motivation induced by retention factors in academic staff in private universities in Southwestern Nigeria was low. The results, however, showed in table 3 (investigating level of motivation of academic staff) that salary (mean = 2.96 and standard deviation = 0.601) was the only incentive which induced high motivation in academic staff of private universities in Southwestern Nigeria hence the overall low motivation level. The result revealed and confirmed the assertion of Das and Baruha (2013) that private sector was known for making use of salary to attract employees. Pay in the study comprised salary, reward and compensation. Among the three, only salary induced high motivation (mean = 2.96 and standard deviation = 0.601) and this supported the finding of Oginni, Ogunlusi and Faseyiku (2013) that salary was commonly used as retention factor to motivate academic staff in private universities. The result concurred with the finding

of Bussin (2002) who found salary to have direct relationship with staff retention. They found salary to be a motivator of academic staff to stay longer on their jobs. The results shown in Table 3 revealed that most of the respondents were not motivated by reward and compensation though salary was good and regular. The finding that, despite good salary, other components of pay gave low motivation is consistent with the finding of Fapohunda (2010) which indicates that pay in private universities seemed to be better, however she also found that pay satisfaction was low.

Table 4 showed the results of the investigation about the level of job satisfaction of academic staff in private universities in Southwestern Nigeria. The overall average mean score of 2.35 is less than the criterion mean score of 2.50, meaning that there was low job satisfaction of academic staff in private universities in Southwestern Nigeria in spite of more academic staff who reported high workplace security, high inter-workers relationship and high conducive work environment. The finding that there was low job satisfaction of academic staff was in consonance with the findings of Awang, Ahmad, and Zin (2010), Ng'ethe, Iravo, and Namusonge (2012) and Olusegun (2013) who opined that when workers are not satisfied by most of the incentives provided by the organization, the incentives would induce low job satisfaction in the employees. The findings that some academic staff reported high job satisfaction induced by workplace security confirmed the researcher's observation that, at the entrance gates into the universities where the survey was carried out, all visitors were made to identify themselves and to register, indicating the purpose of visit and who to visit. Also, all visitors were required to wear tags given at the entrance gate and in some of these universities, visitors were directed to see the security personnel who were always detailed at the entrance of office blocks and lecture theatres, mainly for monitoring and security purposes. This attested to a commendable security system for a safe work environment. Also, the report of high job satisfaction with regards to conducive work environment agreed with the finding of Agba and Ocheni (2017) who found that lecturers from the Western region of Nigeria were satisfied as they observed regular and adequate supply of electricity to their offices which created conducive work environment for them.

The finding presented in Table 5 revealed that the level of motivation and the level of job satisfaction had significant influence on the level of turnover intention of academic staff in private universities in Southwestern Nigeria ($F_{(1,1471)} = 199.730, p = 0.000 < 0.05$). The current study presents findings of high level of academic staff's turnover intention, low level of academic staff's motivation and low level of academic staff's job satisfaction, meaning that the low level of motivation and the low level of job satisfaction influenced the level of academic staff's turnover intention to be high. This was in agreement with Mahdi, MohdZin, MohdNor, Sakat, and AbangNaim (2012) and Olusegun (2013) who posited that employees' turnover intention would be influenced by the level of motivation and job satisfaction. Workers that are adequately motivated and have adequate job satisfaction will not easily think of quitting an organization for another one. When the incentives provided by the organization are strategically and effectively used, the tendency is high for workers to be motivated and have job satisfaction. This is capable of influencing low turnover intention of employees (Oginni et al., 2013).

6. Conclusion

The results of the study have been able to reveal high level of turnover intention among academic staff of private universities in Southwestern Nigeria, consequent upon low level of motivation and job satisfaction induced by the incentives provided as retention factors. It is clear from the findings that high level of motivation and job satisfaction induced by good salary, serene environment, and workplace security among other incentives were not enough to achieve (physical and emotional) retention of academic staff in private universities, because despite the fact that all these things were confirmed to be minimally present in the private universities sampled for the study, the academic staff still had intention to leave. Academic staff in the sampled private universities were not satisfied with management-workers relationship in that more academic staff disagreed with enjoying respect from management or with management being concerned about their yearnings. The finding revealed that most of the academic staff in the sampled private universities were not satisfied with the state of work environment: academic freedom was not enjoyed, library facility, instructional facility and social amenities were not satisfactory. The study has also been able to present facts and empirical data on the independent variables (level of motivation and level of job satisfaction), as they jointly significantly influenced the level of turnover intention of academic staff. This implies that high level of motivation and job satisfaction will influence low level of turnover intention of academic staff, and conversely low level of motivation and job satisfaction will influence high level of turnover intention of academic staff. Therefore, the private universities management will need to provide incentives that will be effective enough to influence the academic staff to consider staying longer in the system.

7. Recommendations

- 1) Results of the study revealed that most of the academic staff in the sampled private universities were not adequately rewarded with extra pay for good job performance or regularly paid allowances as compensation for excess workloads. This resulted in low motivation and consequently high turnover intention level of academic staff in private universities. Academic staff who is rewarded for good job performance and compensated adequately for excess workloads will be encouraged to do more, management of private universities should therefore adequately reward and compensate academic staff who perform extra duties for the universities, while at the same time they should avert inordinate excess workloads which are demoralising as well as draining staff physically and psychologically.
- 2) Based on the findings, private universities governing councils should initiate policies that foster and sustain such practices as good management-workers relationship which will create enabling environment for collaborative research and collegiality spirit, because this is one of the push factors in the turnover decision of academic staff.
- 3) Managements of private universities should therefore allow a measure of academic freedom and put in place facilities and infrastructures that will create a good work environment for academic staff to perform.

- 4) Based on the results that retention factors in the sampled private universities were only able to induce low motivation and job satisfaction in academic staff despite the fact that some of these retention factors were there in private universities, Human Resource Departments should therefore make it a point of duty to measure the effectiveness of the retention factors and the level of academic staff's turnover intention by conducting regular survey among the academic staff to investigate the level of their motivation and job satisfaction. This will help in avoiding academic staff absenteeism, moonlighting, disloyalty, and pseudo-commitment which are consequences of keeping turnover intentions.

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