

Monetary and Non-Monetary Opportunities as Determinants of Turnover Intention Among Academic Staff in IBB University

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Abstract:

It is worrisome, the rate at which lecturers leave one university for another because of the monetary and non-monetary opportunities. The aim of this study is to investigate the effect of monetary and non-monetary opportunities on turnover intention among Academic Staff of IBB University Lapai (IBBUL), Niger State - Nigeria. Turnover intention is when employees or Academic Staff have intention to quit or leave an organization soonest. Survey research design was utilized and the population of study is 318 lectures of IBBUL. A questionnaire instrument was used to collect data which were inputted in the Statistical Package for Social Sciences (SPSS)-version 23 to produce regression results. The results show that job opportunity, job freedom and job insecurity have positive and significant effect on turnover intention of the lecturers. The theoretical contribution of study suggested that higher educational institutions should provide conducive environment for lecturers to avoid high turnover intention. The practical implication shows that an increase in the explanatory variables will significantly increase turnover intention of the lecturers.

Key words: Academic staff, Turnover intention, Job insecurity, Job freedom and Job opportunity

Introduction

The issue of employees quitting jobs to take similar or different jobs elsewhere is of serious concern to managements of many organizations globally, particularly the universities. The plan that employees have to leave their present jobs for similar or different jobs elsewhere in a shortest possible time is described as employee turnover intention (Alo and Dada, 2020; Akpa and Asikhia, 2021; Mumin, Achanso, Mordzeh-Ekpampo, Boasu and Dei, 2021).

Generally, it is not easy to replace a skilled and experienced employee who decides to leave an organization. In the meantime, it decreases the organization's productivity. Also, the financial and time costs associated with recruiting and training of new employees would have been put to other productive sources. In Nigeria, the proliferation of new universities is giving rise to higher career mobility among academic staff (Erunke, 2023; Suleiman, 2023). However, the job of an academic staff in the university is a professional one that requires composite skills which are acquired, developed and continuously improved upon over time on-the-job.

Although some employees are retaining their current jobs, some of them are not happy and are holding latent grudges either with their job characteristics or employment condition giving rise to varying degrees of turnover intentions. The reasons for employees' turnover intention are gender discrimination; inconsistent promotion; bias promotion; loss of group cohesion; job dissatisfactions; job freedom; job insecurity; job stress; poor management or supervision; poor salary, salary discrepancy, poor working conditions; inadequate assistance in terms of school fee, leave for exams, housing, vehicle, personal and staff loans; insufficient number of vacations, returned to higher learning; self-employment; family problems; marital status and gender; procedural justice; psychological contract; organizational justice; no recognition for job well done; reward and promotion system is based on actual performance; work environment and work overload; leadership style; lack of involvement in decision making; lack of adequate training; job opportunity elsewhere; and entrepreneurial creativity among others

(Al-Suraihi, Samikon, Al-Suraihi and Ibrahim, 2021; Mumin et al., 2021; Akpa and Asikhia, 2021; Kox, Runhaar, Groenewoud, Bierma-Zeinstra, Bakker, Miedema and Roelofs, 2022). Employees' turnover intention is very common among teachers, bankers, nurses, medical doctors, football players, etc. This may be due to monetary and non-monetary opportunities that may affect employees' turnover intention. The monetary opportunities are financial opportunities elsewhere such as basic salary; rent subsidy; transport allowance; mail subsidy; entertainment allowance; overtime payment; paid maternity leave; paid vacation; retirement plans; available of new high paid jobs and so on. However, non-monetary opportunities are non-financial opportunities somewhere like job flexibility or job freedom; recognition, responsibilities; work environment; employee's relationships among supervisors, peers, subordinates; and virtual work privileges among others. Thus, the explanatory variables as job opportunities and job insecurity relate to monetary opportunities while job freedom relate to non-monetary opportunities.

This research investigates three explanatory variables that affect turnover intention in organizations such as job opportunity, job freedom and job insecurity. This is because the three independent variables caused employees' turnover intention in most organizations. Job opportunity is when employees have alternative employment opportunities elsewhere that will generate more income. Job freedom is when employees are under strict supervision and not given autonomy as well as not given enough vacations. Job insecurity is when employees sense or detect danger that will affect them and their work in an organization. For example, when there is no retirement plan

for existing and outgoing employees in an organization. These proxies were used by different academic researchers (Kebite, 2018; Alo & Dada, 2020; Sija, 2021; Mumin et al., 2021) in their previous studies and results were inconclusive because of the mixed findings. Kebite (2018) reveals that lack of freedom, perceived alternative employment opportunities and better career advancement are factors affecting turnover intention amongst 252 employees of Federal Ministry of Education in Ethiopia. Alo and Dada (2020) observe that career development and job security have significant effect on turnover intentions of 120 lecturers in Nigerian private universities. Sija (2021) shows that promotional opportunity and compensation/benefit have significant influence on employees' turnover intention in commercial banks in Malaysia. But employee recognition and supervision support have significant influence on turnover intention of employees of four commercial banks in Malaysia. Mumin et al. (2021) indicates that salary, working conditions, working environments, carrier advancement, relationship with coworkers have significant correlation with employee turnover and job satisfaction of lecturers. But the study was carried out concerning lecturers of Ghana.

The gaps discovered in the preceding studies include variable gap, scope gap and modeling gap. This research work intends to fill the gaps discovered by examining determinant of turnover intention amid Academic Staff in IBB university Lapai-Niger State. This is because the rate at which lecturers leave the university or have intention to leave for another job is worrisome (Ndagi, 2021). In the year 2020, about eight senior lecturers resign from IBB university (Educeleb, 2020).

Again, the researches relating to this topic are inconclusive as a result of mixed findings in previous studies. Thus, this study is carried out by adopting the research work of Alo and Dada (2020) in the field of management sciences after slight amendments in their study variables. The amendments touched their study variables and scope. The amendments make this study unique and unlike the former research works in contribution to the frontier of knowledge. This research work will be beneficial to academic staff (lecturers), educational institutions, regulators of education and reference material to potential academic researchers. The broad objective of this study is to examine the effect of monetary and non-monetary opportunities on turnover intention among Academic Staff in IBB University Lapai (IBBUL), Niger State - Nigeria.

Literature Review and Theory

Empirical Review

Monetary and non-monetary opportunities that determine employees' turnover intention are numerous. Aybas, Elmas and Dündar (2015) assessed job insecurity and employability as factors affecting burnout level among 150 white collar employees sampled in Turkey's top 500 industrial enterprises. Regression outcomes show that job insecurity has significant influence on burnout level while employability (level of educational qualification) has insignificant positive effect on burnout level among white collar employees. However, the study is domicile in Turkey among industrialists and not academic staff. But the research work failed to use job opportunity and job freedom among the study variables. Cobbold and Asamani (2015) studied association of career orientations and turnover intentions of 297 Ghanaian

teachers in basic and secondary schools. The results indicate that entrepreneurial creativity, functional competence, lifestyle motivations, job autonomy, managerial competence and pure challenge have relationships that are significant with turnover intention of teachers. However, job security, stability and dedication to service have an insignificant relationship with the turnover intention of teachers.

In addition, Kebite (2018) investigated factors influencing turnover intention among 252 employees of Federal Ministry of Education in Ethiopia. The correlation output indicates that internal (push factors), external (pull factor) and personal factors have significant relationship with turnover intention. Internal factors are job content and description; dissatisfaction with the job assignment; dissatisfaction with leadership and supervision; dissatisfaction with salary and benefit packages; lack of motivation together with reward for good work; lack of recognition for task accomplishment; lack of communication; lack of freedom, fairness and justice; lack of work life; little opportunities for promotion and career advancement; poor working relationship with co-workers and participation in decision making. External factors are high salary and benefit packages; better career advancement and perceived alternative employment opportunities. Personal factors are health problems, family related problems, and planning to open a new business. But the study was conducted in 2018 at Federal Ministry of Education in Ethiopia. Siddiqui and Nazir (2018) assessed the effect of job satisfaction on turnover intentions amid lecturers at Pakistan private universities in Lahore. The research used convenience sample of 350 academic staff in private universities in Lahore of Pakistan. The outcome indicates

that policy administration, job security, relationship with colleagues, remuneration, training seminar and have significant effect on employees' turnover intentions in Pakistan private universities. Work location has an insignificant effect on employee turnover intentions. Again, the outcome indicates that job satisfaction has a significant mediating effect on the association among the predictors and turnover intentions of the employees. Nonetheless, the study was done on private universities in Pakistan and not public universities.

Okuwa (2019) studied determinants of job satisfaction and job turnover intention among 240 workers of 12 commercial banks in Ibadan-Nigeria. The results show that education, company policies, supervision, salary, working conditions and job insecurity are factors that affect turnover intention in commercial banks of Nigeria. Again, female bank workers have greater tendency of job turnover intention than male workers. In addition, long years of service and job satisfaction reduce job turnover intention. However, the study was done on 240 employees working in 12 commercial banks in Ibadan-Nigeria and not lecturers. Again, Alo and Dada (2020) examined employees' turnover intention among 120 academic staff in Nigerian two private universities located in Ondo State. The output result indicates that career development, job security, job dissatisfaction and selection policies have significant effect on turnover intentions of employees in Nigerian two private universities. However, the study was conducted in the private universities while this ongoing research is about public university. Mumin et al. (2021) investigated factors influencing employee turnover and job satisfaction of lecturers in institutions of higher learning in Ghana. Survey

questionnaire was the instruments data collection from 287 lecturers in the University for development studies-Tamale Metropolis, Ghana. The multiple regression results indicate that salary, working conditions, working environments, carrier advancement, relationship with coworkers have significant correlation with employee turnover and job satisfaction of lecturers. But the study was carried concerning lecturers of Ghana.

Also, Sija (2021) studied job satisfaction and its influence on 127 employees' turnover intention in banks of Malaysia. The results indicate that promotional opportunity and compensation/benefit have significant influence on employees' turnover intention in commercial banks in Malaysia. But employee recognition and supervision support have significant influence on turnover intention of employees of four commercial banks in Malaysia. The research work was conducted on employees of four commercial banks in Malaysia and not employees of the university. Shuaibu, Mohammed and Maluri (2021) examined moderating effect of perceived job alternative on the relationship between perceived organizational justice and turnover intention among 150 secondary school teachers in Potiskum metropolis-Nigeria. The findings of Smart PLS regression model indicate that there is a positive and significant relationship between perceived organizational justice (distributive justice, procedural justice and interactional justice) and turnover intention. Again, there is a negative and significant relationship between perceived job alternative and turnover intention. Lastly, perceived job alternative moderates the relationship between organizational justice and turnover intention among 150

secondary school teachers in Potiskum metropolis-Nigeria. However, the study was conducted about secondary school teachers in Potiskum-Nigeria.

Chen, Tang, Liu, Bai and Chen (2021) assessed factors affecting turnover intention among 605 employees of elderly caring social organizations in Anhui Province, China. Multiple linear regression results indicate that social support to elderly and job satisfaction (salary, promotion, and job safety) have significant effect on reducing employees' turnover intention in elderly caring social organizations in Anhui Province, China. But the study about elderly employees was in China.

Thus, the gaps discovered in the reviewed preceding studies are scope gap and variable gap. This research is unique and intends to add value to existing knowledge by investigating the effect of monetary and non-monetary opportunities on turnover intention among Academic Staff working in IBB university.

The null hypotheses developed for this research to achieve the specific objectives as follow:

Ho1: Job opportunity has no significant effect on turnover intention among Academic Staff in IBB university Lapai-Niger State.

Ho2: Job freedom has no significant effect on turnover intention among Academic Staff in IBB university Lapai- Niger State.

Ho3: Job insecurity has no significant effect on turnover intention among Academic Staff in IBB university Lapai-Niger State.

Underpinning Theories

The theories underpinning this research are theory of reason action and Hertzberg two factors theory. The theory of reason action postulates that an individual's

behavioral intention to perform certain behavior is very close determinant factor of the behavior of other individuals or organization. Hence, this theory supports employees' turnover to leave as a dependent variable of the model presented in the methodology. This is because turnover intention of employees is a determinant of employer or organizational behavior in terms of provision of financial and non-financial benefit packages to workers (Umar and Jinjiri, 2015).

Hertzberg two factor theory (dual factor theory or motivation – hygiene theory or motivation – maintenance theory) was developed by Frederick Hertzberg and his associates in 1959 (Mbah and Ikemefuna, 2012; Aslami, 2013). The theory states that the hygiene or maintenance factors in the workplace do not motivate workers. These hygiene factors simply prevent dissatisfaction and maintain the status quo. The deficiency of these factors leads to job dissatisfaction and removal of dissatisfaction does not mean satisfaction. The ten hygiene factors include company policy and administration, job security, personal life, quality of supervisor, relations with supervisor, relations with peers, relations with subordinates, salaries, working condition and status.

The theory also states that the motivation factors are related to work itself and if present in the work they do increase employees' job satisfaction. The six motivational factors include achievement, advancement, possibility for personal growth, recognition, responsibility and work itself. In nutshell, the hygiene factors are job-context related while motivation factors are job-content related (Mbah and Ikemefuna, 2012; Aslami, 2013). Thus, this theory is important to this study as it supports independent variables (poor, salary, salary discrepancy, job insecurity,

lack of freedom and inconsistent promotion) of the model presented in the methodology.

Research Methodology

Research Design, Population, Sample Size and Sampling Technique

Survey research design is utilized. The survey research involves gathering data from field to meet the research objectives. In this research, the population is 318 Academic Staff in IBB university as at March 2021 (Ndagi-IBB Establishment unit and Kudu-ASUU Chairman of the University). The population of the Academic Staff cut-cross 32 departments and six faculties. The six faculties include Agriculture, Applied Sciences and Technology, Education and Arts, Languages and Communication Studies, Management and Social Sciences and Natural Sciences. The University is chosen for the study because of the high-level of senior academic staff turnover. In the year 2020, about eight senior lecturers resign from IBB university (Educeleb, 2020). The characteristics of the population include tenure, contract and visiting Academic staff of the university.

Out of the 318 elements of the population, 177 subjects were selected as sample using Yaro Yamene's formula for determining sample size (Yamene, 1973). Thus, Yaro Yamene's sample size formula is stated as $n = \frac{N}{1 + N(e)^2}$. Note that n is the sample size; N is the population; 1 is constant and e is level of significance (i.e., 0.05). The research utilized simple random sampling technique in making selection of 136 academic staff of IBB university. The sampling technique allows individual elements of the population to be given equal opportunity of being chosen

(Cavana, Dalahaye and Sekaran, 2001).

Measurement Instrument

Questionnaire is the instrument for data collection which comprises of two sections. Section A are questions relating to demographic variables of the respondents. However, section B are questions relating to the study variables. Section B of the questionnaire ranging from dimension 1 to 5 Likert scale.

Validity and Reliability of the Questionnaire Instrument

In this research, face and content validity assessments by an expert in field of management science was done. Again,

ordinal rating scale was utilized to ensure that the questionnaire is properly adapted before a full-scale study. In order to ascertain the reliability of the questionnaire instrument, Cronbach's alpha reliability statistical test was conducted. Cronbach's Alfa reliability statistical test is utilized to measure internal consistency of the variables. The values of Cronbach's Alfa range from 0.0 to 1.0. The Cronbach's Alfa result test for the four (4) study variables in the model is 0.755 meaning there is no interval consistency of the items (See Table 1). This is because Cronbach's Alpha that is 0.70 and above is acceptable. (Pallant, 2001 and Hair, Black, Babin and Anderson, 2014).

Table 3.1 Reliability Statistics

Cronbach's Alpha	N of Items
.755	4

Source: Author's Computation, 2022-Using SPSS Version, 23.

Method of Data Collection

The data were gathered by self-administration of questionnaire to the respondents who are both male and female Academic Staff working in IBB University, Lapai. The questionnaire instrument used for this study is close ended type that consists of some questions which allow respondents making fast decisions. The close ended questionnaire is simple to interpret and code (Cavan et al., 2001; Araoye, 2004).

(SPSS)-version 23. The regression coefficient tests the effect of predictors on the response variable.

The null hypotheses of this research study are tested or verified at 1%, 5% and 10% significance level. Then, the research rejects the null hypotheses if the findings are 1% (0.000 – 0.005), 5% (0.006 – 0.050) and 10% (0.051 – 0.099) significant. Else, the research study rejects the null hypotheses due to no adequate reasons.

Method of Data Analysis

The coded data are a mixture of nominal and ordinal scale. Nominal scale split data into mutually exclusive (male and female or man or woman). Regression statistics will help in transforming primary data to secondary form that are inputted in Statistical Package for Social Sciences

Model Specification

This is a multiple linear regression model in which the explanatory variables are job opportunity, job freedom and job insecurity while the dependent variable is turnover intention. These proxies are chosen because comparable studies indicated how these explanatory variables

affect turnover intention. Also, the results of the previous studies generate mixed findings. Hence, this study adopts the research framework of Alo and Dada (2020). The research scholars used career development, job security, job dissatisfaction and selection policies as their independent variables while turnover intentions of employees as response variable. This study tests the association between job opportunity, job freedom, job insecurity and employees' turnover intention in IBB University, Lapai. Therefore, the regression model is specified below:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i \quad \text{Where:}$$

Y_i = Turnover intention: It means when academic staff have intention to leave or quit an organization soonest. Belete (2018); Kebite (2018), Masenya and Jiyane (2020); Alo and Dada (2020) gauged turnover intention using subject measurement as adopted by this study.

X₁= Job opportunity: It is when there are alternative employment opportunities elsewhere that will generate more money or income. Kebite (2018); Alo and Dada (2020); Ninroon et al. (2020); Akpa and Asikhia (2021); Mumin et al. (2021); Shuaibu et al. (2021); and Sija (2021) and Kox et al. (2022). made use of similar variables in their studies.

X₂= Job freedom: It is when Academic Staff are under strict supervision and not given autonomy as well as not given enough vacations. Kebite (2018); and Cobbold and Asamani (2015) used similar variables in their studies.

X₃= Job insecurity: It is when employees sense or detect danger that will affect them and their work in an organization. For instance, when there is no retirement plan for existing and outgoing academic staff-lecturers. Aybas et al. (2015); Cobbold and Asamani (2015); Arijanto et al. (2019); Okuwa (2019); Alo and Dada (2020) and Almuqati et al. (2021) utilized similar variables in their studies.

α = Constant.

β₁...β₅ = Regression coefficients.

e_i = error term.

Results

This section presents and analyses the regression output in order to test the hypotheses and draw conclusions (See Table 4.2, 4.3 and 4.4). For the demographic characteristic of the respondents and correlation coefficients see the appendix.

Table 4.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.607 ^a	0.368	0.357	0.71952	0.368	33.622	3	173	0

a. Predictors: (Constant), Job Security, Job Opportunity, Job Freedom **SOURCE:** Author's Computation, 2022 using SPSS Version, 23.

Table 4.2 indicates diagnosis test of the research model. The value of R, R2 and adjusted R2 are 0.607, 0.368 and 0.357 respectively. The R value is the coefficient of association that explains the relationship among the predictors and response variable which is a strong positive association. For the reason that value of R below 0.2 is considered weak; a value of R between 0.2 and 0.4 is moderate; and a value of R above 0.4 is strong. Also, the R2 value shows that 36.8 percent of the variation in the response

variable (turnover intention) is explain by the predictors that comprise job insecurity, job freedom and job promotionn. The value of R2 is moderate because a value of R2 below 0.2 is considered weak; a value of R2 between 0.2 and 0.4 is moderate; and a value R2 above 0.4 is strong (SSRL, 2010).

The F-statistical value (p-alpha) is 33.622 which is significant at 0.000 (one percent). There is statistically significant influence as specified by the significance of F change

Table 4.3

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	52.219	3	17.406	33.622	.000 ^a
Residual	89.563	173	0.518		
Total	141.782	176			

a. Predictors: (Constant), Job Security, Job Opportunity, Job Freedom

b. Dependent Variable: Turnover Intention

Source: Author’s Computation, 2022 using SPSS Version, 23.

Table 4.4

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.256	.260		.984	.327	-.257	.769		
Job Opportunity	.178	.061	.194	2.936	.004	.058	.298	.833	1.201
Job Freedom	.362	.085	.327	4.260	.000	.194	.530	.620	1.613
Job Security	.285	.088	.238	3.231	.001	.111	.459	.672	1.489

a. Dependent Variable: Turnover Intention

Source: Author’s Computation, 2022 using SPSS Version, 23

value (0.000). This discloses that the research model is fit for this study going by F statistic rule of fitness (Pallant, 2001). The research model is only fit for study if significance of F statistic value is less than 0.005 ($p < 0.005$) as indicated in ANOVA statistic below (See Table 4.3).

Table 4.3 shows the ANOVA statistic that reveals the significance of the overall regression output. This is because the F-statistical value (p -alpha) is 33.622 which is significant at 0.000 (1%).

Table 4.4 indicates multiple linear regression output that is utilized to test the hypotheses. The regression output reveals the effect of job opportunity, job freedom and job insecurity on turnover intention as expressed in the equation form as follows.

Turnover Intention

$$(Y) = 0.256 + 0.178X_1 + 0.362X_2 + 0.285X_3$$

The regression output between the explanatory variables and turnover intention has a constant β value of 0.256 and standard error of 0.260. Job opportunity has a positive co-efficient β value of 0.178 with standard error 0.061, t-value of 2.936 and significant level of 0.004 (1%). Therefore, job opportunity has positive and significant effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This reveals that a 1% increase in job opportunity will increase turnover intention among the Academic Staff by 0.178 (17.8%).

In addition, job of freedom has positive co-efficient β value of 0.362 with standard error 0.085, t-value of 4.260 and significant level of 0.000 (1%). Thus, job of freedom has positive and significant

effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This discloses that a 1% rise in job freedom will raise turnover intention among the Academic Staff by 0.362 (36.2%).

Also, job insecurity has a positive co-efficient β value of 0.285 with standard error 0.088, t-value of 3.231 and significant level of 0.001 (1%). Hence, job insecurity has significant positive effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This means that a 1% increase in job insecurity will increase turnover intention among the Academic Staff by 0.285 (28.5 %).

behavioural intentions and attachment to third places.

Besides, 95% confident interval of the predictors range between lower boundary and upper boundary limits. First, the lower boundary limit and upper boundary limit of job opportunity are 0.058 and 0.298 respectively. The estimated coefficient β value for job opportunity is 0.178. This means job opportunity has significant and positive effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This is because the coefficient value for job opportunity ranges between the lower and upper boundary limits.

Second, the lower boundary limit and upper boundary limit of job freedom are 0.194 and 0.530 respectively. The estimated coefficient β value for job freedom is 0.362. This discloses that job freedom has significant and positive effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This is because the coefficient value for job freedom ranges between the lower and upper boundary limits.

Third, the lower boundary limit and upper

boundary limit of job security are 0.111 and 0.459 respectively. The estimated coefficient β value for job security is 0.285. This means that job security has positive and significant effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. This is because the coefficient value for job security ranges between the lower and upper boundary limits.

From Table 4, the values of both tolerance and VIF for the predictors have met the satisfactory conditions for non-multicollinearity. This is because a tolerance value above 0.1 and VIF value below 10 implies that there is absence of multicollinearity amongst the predictors used in the study (Pallant, 2001 and Hair et al., 2014).

Discussions

The results of multiple linear regression in Table 4.4 show the effect of the explanatory variables on the response variable. Job opportunity has positive and significant effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. So, hypothesis one (Ho1) is supported and not rejected because there are no sufficient reasons for rejection. This implies that a one percent increase in job opportunity will significantly increase turnover intention of the academic staff. The result is similar with the findings of Kebite (2018); Alo and Dada (2020), Shuaibu et al. (2021); and Sija (2021) that show that job opportunity has significant effect on turnover intention.

In addition, job of freedom has positive and significant effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. Therefore, hypothesis two (Ho2) is supported and not rejected. This means

that a one percent rise in job freedom will significantly raise turnover intention among the Academic Staff. The result is similar with Kebite (2018); and Cobbold and Asamani (2015) that reveal that lack of freedom significantly determines turnover intention among 252 employees of federal ministry of education in Ethiopia.

Again, job insecurity has significant positive effect on turnover intention among Academic Staff working in IBB University Lapai-Nigeria. Thus, hypothesis three (Ho3) is supported and not rejected. This discloses that a one percent increase in job insecurity will significantly increase turnover intention among the Academic Staff. This result is similar to the studies of Aybas et al. (2015); Nazir (2018); Arijanto et al. (2019); Okuwa (2019); Alo and Dada (2020); Chen et al. (2021) and Almuqati et al. (2021) that observe that job security as well as career development have significant influence on the turnover intentions of lecturers in private universities in Nigeria. But the result disagrees with the research of Chen et al. (2021) that say that job satisfaction (salary, promotion and job safety) has significant effect on reducing employees' turnover intention.

From the discussions, the result of this reasearch has theoretical implication that suggests higher educational institutions should provide conducive environments for their academic staff to avoid high turnover intention which is supported by the theory of reason action. Hertzberg two factors theory supports the explanatory variables like job opportunity, job freedom and job insecurity. Again, the practical implication of this study is that an increase in job opportunity, job freedom and job insecurity will significantly increase turnover intention among Academic Staff in IBB University Lapai-Nigeria.

Thus, this study contributes to knowledge as an increase in the studied explanatory variables (job opportunity, job freedom and job insecurity) will significantly increase turnover intention among Academic Staff in IBB University Lapai-Nigeria. Again, higher educational institutions must provide conducive environments for their Academic Staff to avoid high turnover intention. This is because high turnover intention among Academic Staff is not good for educational institutions where knowledge and experience are paramount.

Conclusions and recommendations

It is worrisome, the rate at which lecturers leave one university for another because of the monetary and non-monetary opportunities. This is because there was massive exodus of senior lecturers in Ibrahim Badamasi Babangida University, Lapai-Nigeria and some existing Academic Staff have intention to quit their jobs. This study examines the income and non-income factors affecting turnover intention among Academic Staff in IBB university Lapai. The study discovered that job opportunity, job insecurity and job

freedom have positive and significant effect on turnover intention among Academic Staff in IBB university Lapai. The research concludes that the monetary and non-monetary opportunities significantly affect turnover intention among Academic Staff in IBB University Lapai- Niger State. The study is recommending that management of the university should create favourable job environment and career advancement to avoid losing competent staff to other universities.

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