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REMUNERATION MOTIVATIONAL VARIABLE AS DETERMINANT OF LECTURERS' TURNOVER INTENTION IN COLLEGES OF EDUCATION, SOUTH-WEST, NIGERIA

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ABSTRACT

This study investigated remuneration as determinant of lecturers' turnover intention in public colleges of education in South-western Nigeria. Two research questions were formulated. Descriptive survey research was adopted. The study population comprised all lecturers in public colleges of education in South-western Nigeria of about 3, 196. Sample size comprised of 1,788 lecturers. Two constructed questionnaire-Lecturers' Turnover Intention Questionnaire (LTOQ)() and Remuneration Motivational Variable Questionnaire (RMVQ) () was used. Collected data were analysed using descriptive statistics of frequency counts, simple percentages, mean and standard deviation. From the result, turnover intention existed among lecturers of colleges of education ($\bar{x}$=2.706). Results also showed that remuneration ($\bar{x}$=3.50) at a moderate level. It was therefore, recommended that to guide against lecturers turnover intention in colleges of education, remuneration as well as compensation should be improved upon by managements of public colleges of education.

Keywords: Lecturers' Turnover Intention, Remuneration, Compensation, Bonus

Introduction

Lecturers' turnover intention is the willingness, the thought or major desire of lecturers of colleges of education to leave their current places of work to work in other better higher institution of learning or any other nation's economy will likely cause problem to Colleges of Education, students, parents and the entire society. A college of education is very important in preparing the future teachers for the nation's primary and secondary school education. Lecturers in all these colleges are important human resources having the mission and vision for actualization of goals of colleges of education. However, some of them do have the intention of leaving their colleges for other institutions or sectors of the nation (Petrich, 2019).

Lecturers' turnover intention refers to three specific elements in the withdrawal cognition process (that is, thoughts of quitting the colleges of education job, the intention to search for a different job, and then intention to quit the colleges of education (Sulamuthu & Yusuf, 2018). Turnover intention is the likelihood of a worker leaving the current job he/she is doing. Turnover can be classified into voluntary and involuntary turnover.

When a worker leaves his work and organization by his or her will, such organization is termed voluntary turnover. Voluntary turnover create significant cost both in terms of direct cost, such as the pressure brought on the remaining staff or the loss of social capital. Voluntary turnover can be functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers while dysfunctional turnover refers to the exit of effective performers. Dysfunctional turnovers can be avoidable turnover that is caused by lower compensation, poor working condition, low salary scale and so on and to forth. Dysfunctional turnover is also unavoidable turnovers caused by family transition, serious illness, death etc, over which the organization has little or no influence. Involuntary turnovers also refers to the decision of the management of an organization to force a worker to leave the organization due to some reasons best known to the organization (Belete, 2018).

Turnover intention is a worker which wishes to move from one place of work to another but not yet at the realization stage. It refers to how workers feel about the prospects of staying with or leaving a company or organization that has employed them or one they are presently working for (Si-Rajab, Madya P & Bin Musa, 2021). Turnover intention could result in disadvantages for the firm by the loss of talented human resources who are assets to the organization. Since turnover intention could be voluntary or involuntary it is, therefore a voluntary or involuntary permanent resignation of an employee from an organization based on cognitive thoughts and decision. High turnover rates may lead to inflation in recruitment and training costs. Dwiswara & Utama, (2022), Aiyebelehin, Odiachi & Omoregie, (2020) posited that turnover intention of a worker refers to the intention of a workers to change his or her place of work. It is often used in human resources management to describe a workers intention to find a new job with another employer.

The high rate of lecturer's turnover intention is gradually and seriously becoming an issue of concern for educational stakeholders. There is urgent need to unravel major causes of turnover intention among lecturers in public colleges of education in South-western Nigeria. This study intends to explore important factors such as instructional leadership style and remuneration motivational variable on lecturers' turnover intention.

Remuneration is an extrinsic motivation. Remuneration are rewards, incentives, welfare packages such as bonuses and allowances and other forms of benefits that are given to Colleges of education lecturers at their workplace especially as it accrues to them in a bid to motivate them to work better at the institution (Oyetakin, Ajalode & Alen, 2019) . Remuneration simply means payment or payroll which could be in the form of money or substitution of money determined by certain regulations as a reciprocal for a job. It is defined as compensation or benefit which could be in the form of salaries, permanent allowances, honourarium, incentives and bonuses for achievement, severance pay or retirement (Anggraini, Muchor & Masdup, 2018).

Compensation is a form of payment or wage that is given to a worker as the employment of that worker. Basic compensation is needed to maintain the workers' proper lifestyle. However, compensation also provides a tangible measurement' about an individual's value for the organization. Compensation payment is a human resource strategic function that gives a significant impact on other human resource functions. (Anggraini, Muchtar & Masdupi, 2018).

Strategies and how to spark remuneration (extrinsic motivation)

- Empower which is a feeling of conscious choice (joy of knowledge)
- Set a challenging goal
- Reinvent rewards system
- Forget regular motivation (punishment/fear)
- Beef up self esteem
- Provide instructive feedback
- Encourage collaboration
- Employ technology
- Use changed or varied experiences
- Link knowledge to real life situation

Statement of the problem

It is a fact that when the turnover rate of lecturers or tutors in a nations' education system is high, this could result to educational quality to be affected, as this means that the best hands may end up leaving the educational system. It has been observed that there is high rate of turnover in public colleges of education among lecturers in South-western Nigeria.

This study examines likely factors such as remuneration motivational variable as factors that are responsible for high rate of turnover of lecturers in public colleges of education South-western Nigeria. The study investigated why the rate is very high and proffer solution to the problem.

Purposes of the study

The purpose of this study is to investigate instructional leadership style and remuneration as determinants of lecturers' turnover intention in colleges of education in South-western Nigeria.

The objectives are to:

i. examine the level of turnover intention among lecturers in Colleges of education in South-western Nigeria.

ii. determine the level of lecturers' remuneration in colleges of education in South-western Nigeria.

Research Questions

This study intended to find answer to the following questions:

i. What is the status of turnover intention among lecturers in Colleges of education in South-western, Nigeria

ii. What is the level of lecturers' remuneration in Colleges of education in South-western, Nigeria

Research Method

The descriptive survey research design was employed to carry out this study. It is useful because it allowed the researcher to describe the characteristics of the population under study without manipulation of the variables.

The population comprised all the lecturers and management team in all public colleges of education in the South-western Nigeria. The total no of lecturers is three thousand, one hundred and ninety (3,196). A sample of

1788 lecturers was used for the study. A multi-stage sampling technique was used. Three states were randomly selected out of six states in South-West of Nigeria. Two instruments were used to elicit information from the respondents: Lecturer Turnover Intention Questionnaire (LTIQ) (r=0.71) and Remuneration Motivational Variable Questionnaire (RMVQ) (r=0.81),

The data analysis was carried out using descriptive statistics of means, frequency counts, simple percentage and standard deviations to answer the two research questions.

Results

Presentation of Research Questions

Research Question One: What is the level of turnover intention of lecturers in public colleges of education in South-western Nigeria?

Table 1: Status of Turnover Intention among Lecturers in Colleges of Education in South-West, Nigeria

S/N	Items	N	Strongly Agree	Agree	Disagree	Strongly Disagree	$\bar{x}$	SD	Remark
1	I wish to change my current place of work in the nearest future.	1788	311 17.4%	723 40.4%	358 20.0%	396 22.1%	2.531	1.02	Agree
2	I am open to finding another job if the opportunity presents itself.	1788	644 36.0%	765 42.8%	224 12.5%	155 8.7%	3.062	0.91	Agree
3	I believe there are available employment opportunities in my profession, hence I can change my place of work as soon as possible.	1788	480 26.8%	738 41.3%	412 23.0%	158 8.8%	2.861	0.91	Agree
4	I have the qualifications and years of experience to get another job.	1788	617 34.5%	856 47.9%	185 10.3%	130 7.3%	3.096	0.86	Agree
5	I am willing to leave my current place of work for a similar position elsewhere if the pay is better.	1788	528 29.5%	892 49.9%	180 10.1%	188 10.5%	2.984	0.90	Agree
6	I do not think my expectation can be fulfilled in my current place of work.	1788	108 6.0%	276 15.4%	801 44.8%	603 33.7%	1.938	0.85	Disagree
7	Thoughts of leaving my current place of work come to my mind quite often.	1788	277 15.5%	724 40.5%	613 34.3%	174 9.2%	2.617	0.86	Agree

8	It is not likely that I would think of quitting my college of education.	1788	125 7.0%	216 12.1%	1329 74.37%	118 6.6%	2.195	0.65	Disagree
9	Irrespective of any opportunity that comes up, I am ready to leave my job.	1788	830 46.4%	472 26.4%	262 14.7%	224 12.5%	3.067	1.05	Agree
Weighted Mean Score ($\bar{x}$) = 2.706 (0.89); General Decision = Agree									

Table 1 presents the data on the level of turnover intention among lecturers in colleges of education in South-Western Nigeria. The rating scale of "Strongly Disagree (1)" to "Strongly Agree (4)" was used with a criterion of 3.00 set for the study. Nine items were used to measure the turnover intention of lecturers. Among the items, seven (7) were remarked "Agree" while two (2) were remarked "Disagree". The seven items remarked 'Agree' imply that most of the lecturers wish to change their current places of work, hoping to find another job, believe there are available employment opportunities, have the qualifications and years of experience and willing to leave their current places of work for similar positions elsewhere if the pay is better. The thoughts of leaving their current place of work came to their mind and were ready to leave their jobs if any opportunity should come their way. The two items remarked 'Disagree' imply that most of the lecturers did not think their expectation could be fulfilled in their current places of work and are likely to think of quitting their various college of education. However, Table 4.3.1 generally reveals that turnover intentions exist among lecturers in colleges of education in South-Western Nigeria ($\bar{x}$=2.706, SD = 0.89) which is good. The weighted mean scored ($\bar{x}$=2.7) of lecturer's responses is greater than 2.5, showing that the turnover intention is high.

Research Question Two: What is the level of lecturers' remuneration on turnover intention among lecturers in colleges of education South-Western Nigeria?

Table 2: Remuneration of Lecturers with regards to their Turnover Intention in Colleges of Education in South-Western Nigeria

S/N	Items	N	High	Moderate	Low	Very Low	$\bar{x}$	SD	Remark
1	The salary I earn is adequate to meet my needs and this makes me to stay.	1788	84 4.7%	90 5.0%	961 53.7%	653 36.5%	3.78	1.74	Moderate
2	Receive medical allowances that cover all my health needs.	1788	306 17.1%	820 46.0%	124 6.9%	538 30.1%	3.58	1.02	Moderate
3	Offered attractive housing allowance which encourages me to stay.	1788	77 4.3%	85 4.8%	1121 62.7%	505 28.2%	1.85	0.69	Low

4	Offered attractive leave allowance which motivates me to stay.	1788	593 33.2%	720 40.3%	313 17.5%	162 09.1%	4.03	0.93	Moderate
5	The remuneration I get in my institution is competitive which encourages me to stay in teaching.	1788	635 35.5%	820 45.9%	116 6.5%	217 12.1%	3.95	1.95	Moderate
6	Financial incentives such as overtime bonuses, extra-curricular activities, remedial teaching and so on given by my employer encourage me to stay.	1788	89 5.0%	170 9.5%	896 50.1%	633 35.4%	3.84	0.79	Moderate
7	My institution rewards my special efforts with opportunities for professional recognition.	1788	218 12.2%	330 18.5%	573 32.0%	667 37.3%	3.55	1.02	Moderate

Weighted Mean Score ($\bar{x}$) = 3.50 (1.16); General Decision = Moderate

Source: Researchers' Fieldwork, 2023

Table 2 reveals the remuneration of lecturers with regards to their turnover intention in colleges of education in South-Western Nigeria. The rating scale of "Very Low (1)" to "High (4)" was used with a criterion of 3.0 set for the study. Seven (7) items were used to measure the remuneration of lecturers with regards to their turnover intentions. All the items; six (6), were remarked "Moderate". This implies that majority of the lecturers perceive that the salaries they earned were not adequate to meet their needs; they did not receive medical allowances that cover all their health needs; they were not offered attractive leave allowances; the remunerations they got in their institutions were not competitive; financial incentives such as overtime bonuses, etc. were not available; and their institutions did not reward their special efforts with opportunities for professional recognition while they were not offered attractive housing allowances which encouraged them to want to leave was low in the response of the lecturer. The table, however, generally reveals that the remuneration of lecturers with regards to their turnover intention is moderate ($\bar{x}$= 3.50, SD = 1.16) which could be regarded as moderate.

Discussion of Findings

This paper investigated remuneration motivational variables as determinant of lecturers' turnover intention in Colleges of Education in South-western Nigeria. Discussion of findings presents the results of the research and compares them with previous studies by other researchers for similarities and differences.

Findings from Research Question 1 showed that turnover intention ($\bar{x}$=2.706) among lecturers in colleges of education is good. This implies that majority of the lecturers in colleges of education in South-Western have turnover intention. This result corroborates with Belete, (2018) studies which reported a

low level of job satisfaction, high level of turnover intention and moderate level of performance of Nigerian polytechnic lecturers with Ph.D. The finding is somewhat in line with Oyetakin, Ajalode & Alen (2019) which reported that financial rewards were significantly affected job satisfaction and affective organizational commitment, but it did not significantly affected turnover intention. This corroborates Belete, (2018) with an opinion that dysfunctional turnovers can be avoidable turnover that is caused by lower compensation, poor working condition, low salary scale and so on and to forth.

Findings from Research Question 2 showed that remuneration motivational variable ($\bar{x}$=3.50), is moderate. However, the lecturers agreed with the leadership styles which could be regarded as good. The finding is in accordance with Anggraini, Muchor & Masdup, (2018) which findings indicated that compensation or benefit could be in the form of salaries, permanent allowances, honorarium, incentives and bonuses for achievement, severance pay or retirement can reduces the intention of lecturers of leaving the institution. In addition, basic compensation is needed to maintain the workers' proper lifestyle and also provides a tangible measurement' about an individual's value for the organization (Anggraini, Muchtar & Masdupi, 2018).

Conclusion

The turnover intention among lecturers in colleges of education in South-western Nigeria was found to be good. This is not too good for effective school management and academic development of colleges of education.

Remuneration, as motivational variable of lecturers with regards to their turnover intention in colleges of education in South-western Nigeria was found to be moderate. This implies that colleges of education in South-western Nigeria have a high proportion of lecturers who have the intention of leaving their job anytime due to level of remuneration.

Recommendation

Lecturers' remuneration should be thoroughly improved upon since poor remuneration will always have negative effect on them and this may result incessant strike actions and increase in their turnover intention in the study area. Moderate remunerations of academics had largely been the reason why lecturers are leaving the country in droves for better job opportunities off the shores of Nigeria. There is need to pay more attention and seriously addressed in order to encourage and motivate these lecturers and forestall turnover in colleges of education.

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