Determinants of Turnover Intention of Employees Among the Academic Staffs
(The Case of Some Selected Ethiopian Universities)

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Abstract

Turnover intention is a potential risk that exists in all organization, despite of the type or its activities. The educational institution is one such organisation that comes under threat from this risk, when its employees and faculty members are exposed to thinking of leaving their jobs. Thus this study aimed at exploring the Determinants of Employees Turnover Intention among the Academic Staffs of Some Selected Ethiopian public Universities.The research was conducted with a mixed research approach coupled with descriptive and explanatory research design and cross sectional data collected for the year 2016/17 using a self administered questionnaire. A Binary Logistic Regression model was employed for analysis of the determinants of turnover intention. The descriptive statistics showed that the 36% of the academic staff were intended to leave their Universities in the fore- coming future whereas, the rest 64 % prefer to be stayed in their universities. The findings from the estimated general binary logistic regression model signified a moderate relationship between explanatory variables and the dependent variable. Age affirms a negative and however, a statistically insignificant result, year of experience revealed a different result than it was hypothesized. Female academic staff were 1.492 times more likely to have turnover intention than their counterparts, married academic staffs were 2.088 times less likely to leave their university than their counter parts and academic staffs with a perceived lower salary were 1.231 times more likely intended to leave their Universities. Hence, the researchers recommended the case universities to Provide appropriate and adequate resources for conducting daily operation such as teaching and research, appropriate staffing and proper internal placement of staff, More over Empower personnel through workshops and training, Provide employees with clear job descriptions and a career path and Provide adequate support of employees as well as adequate supervision contribute a lot in reducing intention to leave in the selected University.

Keywords: turnover, turn over intention, Binary logistics, academic staff, Determinants.

I.   Introduction

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Hence, managers at all costs ought to reduce employee's turnover. Nevertheless, there is no customary framework for analyzing the employees' turnover process holistically, a ample range of determinants have been found useful in interpreting employee turnover Kevin et al. (2004). Hence, it necessitates developing a fuller understanding of the employee turnover, more particularly, the causes-what determines employee turnover, impacts and course of actions that managers can put in place tackle employees turnover.

Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004).

With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organisation since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002).

In higher education institutions, the importance of academics for quality education is priceless. The members of the academic staff are central to the successful accomplishments of the missions and responsibilities mandated to higher education institutions and goals set to be achieved by them Altbach (2006). As to Stromquist (2007), professors are veritable vehicles and actors in higher education institutions, principally because they are the ones who engage in the knowledge production, development and transmission that make up the central and prior missions of such organizations. Employee retention issues are emerging as the most critical workforce management challenges of the immediate future (Sinha *et al*, 2012). When employees leave the job, organizations loose not only employee but also lose the customers and clients who were loyal with the employee, knowledge of production, current projects, competitor and past history of the organization (Fahad *et al*, 2010).

According to Altbatch (2006) higher education institutions particularly in Africa are more challenged by staff turnover. In line with this Damtew (2004) reaffirmed that the principal serious challenges facing many African countries is the departure of their caliber workforce and scientists away from universities either in the form of internal mobility or brain drain.

Ethiopian Universities are also stormed by circumstances aforementioned. Even though legislations of the universities provide university teachers need to allocate 25% of their total time for research work, many academic staff members are not involved in research and studies as part of their assignments (Teshome, 2004).

In spite of this trend, the mechanism used by the Ethiopian government to hold back brain drain doesn't give the impression to be helpful. Solomon (2000) concludes that the government's response to the brain drain appears coercive in its nature, Empirical results o the aforementioned authors revealed that due to insufficient salaries and poor incentive systems the academic staff in public universities of Ethiopia are forced to quit the academic arena and engage in private consultancy or extra teaching to supplement their meager salaries. Therefore, these and other problems trigger the researcher to conduct this study.

Therefore, the general objective of the study was to analyze the major determinants of turnover intention among the academic staff in three selected public Universities in Ethiopia. Moreover, socio-demographic variables such as sex, age, experience, education, marital status, salary reward and other work related factors such as working environment, peer pressure, availability of part time work, nearness were hypothesized.

Therefore, the objective of the study was to investigate the turnover intention of employees at selected Universities. And it will contribute a lot to policy makers and University Management to retain their staff.

Academic staff left from public Universities of Ethiopia

Table 1.1

Academic staff left from Public Universities of Ethiopia

Year	Sex			Level of Education			Remark
	Male	Female	Total	BA	MA	PhD	
2010/2011	36	6	42	-	42	-	Only from Bahir Dar university
2011/2012	69	22	91	22	51	8	From 4 universities
2012/2013	573	79	652	Nd*	Nd*	Nd*	From 24 universities
Total	678	107	785				

Source: From Ministry of Education (2013). Nd* means no data.

II.   Review of related Literature (Theoretical and Empirical)

2.1 Meaning and definitions of employee turn over

Employee turnover is defined as a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A enormous concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business." (Beam, 2009) cited in Amy (200).

According to this definition employee turnover means that the assessment of the number of workers an organization should substitute during a given time period to the existing number of workers in an organization. It is plausible to make a distinction between whether the turnover is initiated by the organization or the employee (Hausknecht and Trevor, 2011).

Turnover is a serious and costly problem but it is rarely seen as such by the people who could take action to prevent it. Often they fail to take action partly because departing employees express their reasons of leaving in mysterious and euphemistic language.

2.2. Turnover Intentions

Turnover intention is mental decisions prevailing between an individual's approach with reference to a job continue or leave the job (Jacobs and Roodt, 2007). Turnover intentions are the instant connection to turnover behavior (Boles *et al*, 2007). Indirect costs of turnover include diminution in morale among remaining staff,

work overload and loss of social capital. Employee turnover can be both voluntary and involuntary. Turnover intentions refer to an individual's estimated probability that he or she will to leave an organization at some point in the near future. It is also assessed as the employee's intention to leave the organization (Bigliardi *et al*, 2005). Turnover intention can be defined as the measurement of whether organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intentions can either be voluntary or involuntary. Turnover intention is defined as an employee's intention to voluntary change jobs or companies. Akala (2012) defined turnover intentions popularly known as quit refers to the conscious and deliberate willingfulness of the workers to leave the organization. For the purpose of this study employee turnover intention is defined as an individual's estimated probability that he or she will leave an organization at some point in the near future.

2.3 Theories of employee Turnover
2.3.1 Organizational Equilibrium Theory (OET)
Rahman (2009), stated that employee turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they received from the organization. An individual basically tries to satisfy his needs or motives, in various ways he cannot get enough satisfaction due to numerous types of human restrictions when and individual cannot get satisfaction, he will deny to work or with draw his contributions and concent a part form the organization. According to this theory employees are looking for the organization to provide incentive that balance their contribution. This indicates when the incentive offered by the organization to the employees is less than their contribution, employees become dissatisfied with the inducement and this leads to turnover.
2.3.2. Met Expectation Theory
Premack and Davis (1992), avowed that the notion of met expectations as the incongruity between what a person encounters on the job in the way of positive or negative experiences and what he anticipated to meet. Employees' expectation may comprise fair remunerations, advancement, and good relationship with colleges and supervisors, suitable working environment, and appropriate working assignment.
The essential thought of this theory is that when an employer fails to fulfill an employee's expectations, it will lead to employee turnover.

2.5. Factors of Employee Turnover Intention Empirical Review
Employees voluntary resign their jobs and engagements in organizations for various reasons which can be grouped in to two: pull and push factors. The pull factors are those factors that lure employees in other organizations. Push factors may be frustration and dissatisfactions with the present job that triggers an employee to seek alternative employment elsewhere. However, this study is focused on job satisfaction, compensation, working environment, Leadership styles, peer group relationships, promotion and socioeconomic variables such as age, marital status, salary, sex and educational level.
2.5.1 Demographic Factors
As affirmed by Abdli (2011), the demographic and individual characteristics of an employee are reasons of leaving from the organization. These characteristics and attributes including: age, gender, educational qualification, marital status, experience, and tenure.

According to Parker and Skitmore (2003), top performing females have turnover rates are 2.5 times those of their male counter parts, a fact that they point out to the demands of balancing work and family life however, there are also empirical evidences that provide a controversial result as far as demographic factors are concerned.

Moreover, it has been found that female employees are more likely to leave their organizations when they perceive luck of career opportunities within their organizations.

Besides, employees more qualified in their professionalism tend to leave their current organization because they have more opportunity to gain better work than employees who have less qualification. Marital status also has great influence on employees' turnover. Employees who have married, have children and have stabilized family life situation prefer to stay in organization areas that they stabilized their family life. However, employees who do not married and free to move from place to place can have more chance to exercise turnover. In addition, employee who have more work experience can be leave the current organization since they have more opportunity to gain better work and working condition than employees who have less work experience.
2.5.2. Job satisfaction
Study by Derek et, al. (2007) affirmed that job satisfaction and affective commitment as the basic variables for turnover intentions. He further indicated that no evidence was found in the results for continuance dedication as a variable with turnover intentions. The results also deduced that significant positive correlations were found for the distal variables workload, work stress, employee salary (pay), job satisfaction, and work to family conflict.

Magnus *at al.* (2001) resulted that the job insecurity is interrelated primarily to exit and devotion reactions, but not to voice. In terms of exit, a striking pattern in our results concerns the connection obtained between job

insecurity and organizational turnover intention. Although the magnitudes of effect sizes differed across countries, there was a positive relation between job insecurity and the propensity to exit from the organization. According to Rand Hawa (2007), high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover. He argued that job dissatisfaction would be more predictive of turnover. Curran (2012) defines job satisfaction as " all characteristics of the job itself and the work environment which employees find rewarding fulfilling and satisfaction, or frustrating and unsatisfying" individuals will be satisfied with the job when their expertise, abilities, knowledge and skills are fairly utilized by the organization and when the organization grants opportunities of advancement and rewards.

Empirical findings suggest that satisfied employees are more likely to be effectively committed and like to stay to their organization than those who are dissatisfied (Feng and Angeline, 2010). They observed that job satisfaction rather than organizational commitment related to the actual turnover of employees.

2.5.3. Compensation (monetary rewards)

Monetary reward has been defined is such a way like cash or equivalent that an employee receives against his services from the employer. Here equivalent reward includes firing benefits, medical facilities and provident fund. Monetary rewards have negative effect on employee turnover. This reward helps to raise job satisfaction and likewise suite for minimizing the intent to leave the job /Rahmon, 2009).

Compensation plays an important role to retaining employees (Abdali, 2011). Employees demand an appropriate level of compensation for their effort. Such compensation may be offered in monetary (direct) reward, such as salary and bonus or bundled with other non monetary (indirect) reward such as medical, insurance and transportation services (ut Lon IM, 2010). Poor compensation is widely known as one of the problems in the organization that leads to employee turnover.

According to shamsuzzoha (2003), one of the most common reasons given for leaving the job is the availability of higher paying jobs. This implies that an employee leaves the current organization to gain better payment from other organization.

When looking at specific vacancy characteristics, pay level is one that stands out that as being important to most applicants. Pay is considered one of the most effective and important job attributes in determining applicant attraction to the organization.

Employees preferred organizations with high rather than low pay, flexile rather than fixed benefits, individual rather than team based pay, and fixed rather than variable pay (Payne et al, 2010). This indicates that compensation is the most important element in attracting, retaining and utilization qualified workers.

Fair compensation policy is very important for both employer and employees. Employer should compensate its employees in equitable with the work done, and employees should ask the amount of reward according to their work performance result. If so, it leads to reduction in employee turnover.

Pay satisfaction is one of the main concerns to both employers and employees. For employees, pay is of obvious importance in terms of satisfying their economic needs. It is essential that they are satisfied with their overall pay as this may impact their attitudes and behaviors. Pay satisfaction and its relationship to intent to turnover is a worthwhile link to be studied because pay satisfaction can potentially have either positive or negative consequences (Baakile, 2011). Scholars note that one of the most important variables determining retention is monetary compensation. Within an economic exchange relationship, employees expect to receive financial outcomes (e.g., pay), while in a social exchange relationship they also desire nonfinancial outcomes such as material benefits, support, and recognition (Shore, Tetrick, Lynch, and Barksdale, 2006).

2.5.4 High Labor Demand as the Cause of Staff Turnover

When the demand for labour in an industry is high, an opportunity for changing jobs in that industry becomes enhanced (Neo, *et al.*, 2006). This assertion is supported by Harrison and Kessels (2004) who in their research on labour turnover in the retail industry found that environmental factors such as local labour markets had a major influence on labour turnover.

2.5.5. Leadership style /support

Lack of support, particularly from supervisors decrease workers 'ability to cope up with their stressful job and increase the likelihood that they will leave their job. Mobley (1977).

According to Rosse (2010), leaders are defined as senior executives, those described in academic literature as the upper echelons or the top management team. The coordination between mangers or supervisors with their sub- ordinates may create impact on employee turnover. It depends on the employee satisfaction with their supervisors and also the communication skills of supervisors to handle their subordinates. Decision making is a collective and interactive exercise that requires committed participation from both management and employees (Swonepoel, 2008).This implies, are interested in sharing of organizational decision making.

2.5.6. Peer relationship/ peer pressure of co-worker

Pressure of Co-Workers: In 2002, a study was conducted by Price *etal* (1986) of 477 employees in 15 firms examined employees' job destination choices as part of the turnover process. One of their central findings was that co-workers' intentions had a significant impact on all destination options - the more positive the perception

of their co-workers desire to leave, the more employees themselves wanted to leave. The researchers suggest that a feeling about co-workers' intentions to change jobs or workplace acts as a form of social pressure or justification on the employee to make a move.

2.5.7. Working environment and working conditions

Working conditions play vital role to increase job satisfaction and organizational commitment in the labor force community.

The work environment includes factors or features that have all work related conditions for employees. Employees want to stay within the organizations just have of clean and healthy environment. The workplace environment may also be a source of satisfaction or dissatisfactions for an employee. A lot of research has been made on the aforesaid issues where these have proved to be the major contributing factors to the employees' turnover rate.

Researchers have previously related these factors to the turnover intentions (Qureshi et al., 2012).

Poor working conditions are reported to be a crucial factor for high turnover intentions (Milman, 2002). The flexible work arrangements result in higher job satisfaction which in turn paves way for reduced quitting intentions (Mcnall et al., 2010). The guts of supervision had a drastic effect on turnover intentions, in different organizations (Brannon et al., 2007).

Absence of proper supervision and appropriate support from the authority towards accomplishment of assigned tasks will be instrumental in causing high stress and intentions to leave (Yahaya et al., 2009). Hence we posit our third hypothesis as

2.5.8. Lack of promotion

Promotion is defined as "the movement of a person to higher level position in the company". Conceptually, promotion is also defined as "there assignment of an employee to a higher level job within an organization" (Masri, 2009).

Job promotions might review through different measures scales like, satisfaction with promotions, opportunities for promotion and actual promotions. when employees perceive no growth for future or desire to advance within the system, they have no reason to remain in the current work situation. If employees are not properly promoted, they will leave the organization.

2.5.9.Lack of Staff Involvement Cause Staff Turnover

Erasmus, *et al*. (2003) state that lack of staff involvement may be one of the causes of staff turnover. If staff members are involved in any changes or decisions that directly affect employees, it is seldom that they will be against the changes and decisions. By not involving them and not including their inputs they feel betrayed. Normally when they are told about a change which might affect their jobs or the way they are used to doing their work; without having been involved beforehand then they are likely to resist (Hopkins, 2005).

Harisson and Kessels (2004) state that one of the human resource functions is to produce an added value by producing and implementing policies that could harmonize pay conditions to the re-engagement and redeployment of people and to the team building and multi-skilling environment. It is not everybody who is in management can foresee problems and able to solve them on a day to day running of the organization. Mathis and Jackson (2007) reviewed a number of theories related to staff involvement and why organizations that involve staff are more effective than organizations with vertical structures.

2.6. Turnover Intention and its effect

Employee turnover is expensive from the view of the organization. Voluntary quits which represents an exodus of human capital investment from organizations Fair and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit John (2000). Addition to these replacement costs, output would be affected to some extend or output would be maintained at the cost of overtime payment. A number of HRM practices have been suggested as potential solutions for turnover, such as investment in training, offering organizational support, adopting innovative recruitment and selection processes, offering better career opportunities (Forrier and Sels, 2003; Hinkin and Tracey, 2000; Walsh and Taylor, 2007; Walters and Raybould, 2007) and adopting measures to increase job satisfaction and commitment (Aksu, 2004). Labour turnover is not only a significant tangible dollar cost but also an intangible or "hidden" cost associated with loss of skills, inefficiency and replacement costs (Lashley and Chaplain, 1999). Lashley (2000) refers to lost investment in training and lost staff expertise as particular examples of turnover costs and opportunity costs. Some scholars point to more intangible transaction "costs" of labour turnover associated with organizational behaviour and related "hygiene factors" such as work reutilization, role conflict, poor job satisfaction, low morale, poor commitment, corrosive supervision/leadership and a lack of career development that impact on employee productivity, effectiveness, quality and hotel service standards (Deery and Iverson, 1994; Davidson *et al.*, 2001a, b, c; O'Connell and Kung, 2007).

Empirical evidence has shown that lost productivity resulting from staff turnover may account for more than two-thirds of the total turnover cost (Hinkin and Tracey, 2008). As turnover increases, service quality may decline as it takes time and resources to "back fill" departing employees, especially at busy hotels (Lynn, 2002). Lambert et al (2010) in his study "An explanatory study of turnover intent among jail staff" in the United States of America used a multivariate analysis model; the most powerful predictors of jail staff turnover intent were job intent (i.e. job involvement, job satisfaction and organizational commitment). The findings of this study revealed that personal characteristics, age, tenure, educational level and supervisor status had statistically significantly correlation with turnover intent. Age, tenure and supervisor status had inverse correlation with turnover intent, while educational level had a positive correlation except for perceived dangerousness of the job; all the work environment variables had statistically significant relationship with the measure of turnover intent. Job variety, relations with co-workers input into decision making and instrumental communication had negative correlation. Lambert et al (2010) also commended that administrators focus in making changes in the work environment of their jails to facilitate improved job attitude.

Uzondu *et al* (2015) examined the relationship between job stress, perceived organizational politics and turnover intention among employees from the University of Nigeria Nsukka by using Hierarchical Linear Regression analysis. The findings of the study showed that there was no significant relationship between perceived organizational politics and turnover intentions. This study suggested that an employee turnover intention is a mental decision prevailing between an individual's approach with reference to work to continue or leave the work (Jacob and Roodt, 2007). Therefore, Management should work towards employing techniques that will reduce workers stress levels as stress was shown to predict turnover intention. Emeka *et al* (2012) examined job satisfaction and employees turnover intention in Total Nigeria PLC in Lagos State by using simple descriptive percentage analysis. Chi-square method was used to analyze, evaluate and interpreted the stated hypotheses from which an accepted or rejected decision was made. The study found that specifically job satisfaction reduces employees' turnover intention and that Total Nigeria PLC adopted standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Asif (2012) studied the weather lack of organizational commitment and organizational support is a driver for employees' turnover intention for the Telecom employees in Pakistan by using Correlation and regression analysis. Empirical regression model received a reasonable adjusted R-square of 49.4%; depicting that 49.4% of the variation of the employees' turnover intention is explained by the perceived organizational support and organizational commitment towards the employees. Analysis of variance with p-value 0.000 suggested and provided the validity of the model. The empirical model of turnover intention was proved to be significant and useful. The study noted that organizational commitment and perceived organizational support had significant negative impact on the turnover intentions of the employees. In this study the researcher investigated the impact of organizational commitment and support on the turnover intention. Medina (2012) assessed the relationship between job satisfaction and organizational culture on employee turnover intention for young workers in United States of America by using multiple regression analysis. This study revealed that high performing cultures produced excellent results, attracted, motivated and retained talented employees who could easily and readily adapt to change. The result of the multiple regression analysis showed that job satisfaction as a strong indicator of turnover intention and each additional unit increase in job satisfaction corresponded with a 0.375 point decrease in turnover intention i.e a person moving up one level on job satisfaction scale scores fewer points on the intention scale, expressing decreasing intention to find a new job. Working full time as opposed to working part time was associated with a 0.145 decrease in turnover intention. Years on the job were associated with a 0.011 point decrease with turnover intention. The adjusted R-squared of the model was found to be 0.245 indicating that job satisfaction account for almost 25% of the employee turnover intention. Samad (2006) assessed the contribution of demographic variables: job characteristics and job satisfaction on turnover intentions and job satisfaction for IT staff in Telecomm Malaysia by using multiple regression analysis. The regression results showed that a perception of job satisfaction and job characteristics of skilled variety, task identity, task significance, autonomy and feedback among IT staff leads to negative relationship towards turnover intention. The study revealed that job satisfaction had more effect on turnover intentions than job characteristics. This result suggested that management of an organization should be able to address problems pertaining job satisfaction in order to overcome turnover intentions. Among the aspects that need to be give priority by management in addressing turnover intentions in the study were found to job satisfaction and job characteristics of employees in the organization. This will ultimately develop and increase level of loyalty and commitment to the organization. Upendo (2011) in her study on factors influencing labour turnover in private sector organizations in Tanzania: a case study of chamber of commerce, industry and agriculture used descriptive statistical analysis. The study found that managerial controllable factors such as low salary or inadequate compensation package, unequal treatment of workers, lack of employee involvement in decision making, lack of promotion and recognition, job stress and poor working environment contribute in employee turnover in the

private sector organization.

The Conceptual Framework
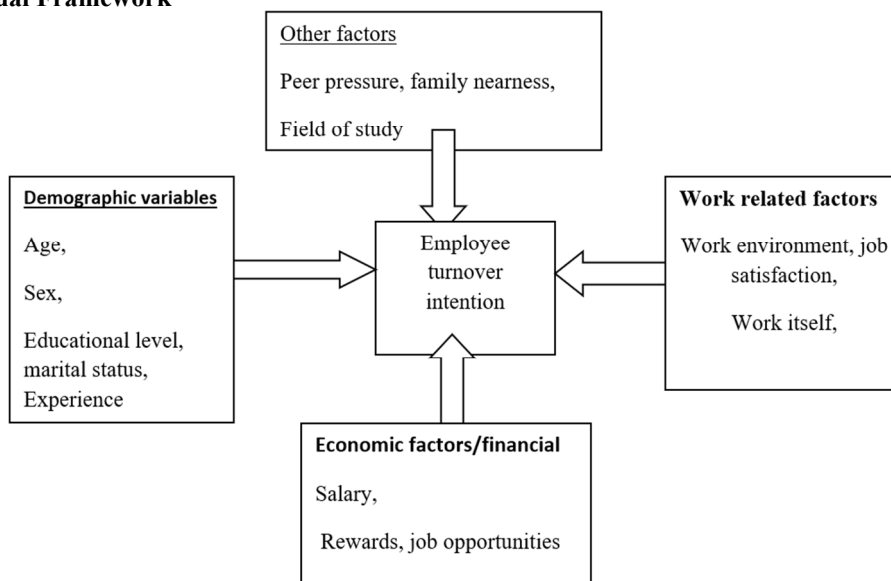
III.   Research Methodology

This research was conducted at three selected public Universities in Ethiopia. Descriptive and explanatory types of research designs and mixed research approaches were employed. The major objective of the study was to investigate the determinants of employees' turnover intention. The data was collected from both primary and secondary sources and a cross sectional data for the year 2016/17 collected from the universities using a self administered questionnaire. Moreover, simple random sampling technique with proportion from each University and colleges was employed to select the sample respondents.

A self administered questionnaire which included the General turn over intention questionnaire (GTI) was used in soliciting data. The GTI test was a little modified to include realities which are relevant to Ethiopian context. The collected data were then analyzed descriptively and inferentially using the Statistical Package for Social Sciences (SPSS 20) The Binary logistic Regression analysis was applied to test the extent to which Age, Sex, Experience, Educational level, Marital status, Working environment, Work itself, Peer pressure, Field of study, Nearness to families and Par time work availability and salary determine turnover intention. Turnover intention was the binary dependent variable (measured as 1 = High if the academic staff had high scores on the attribute; or 0 = Low if the academic staff had low scores on the attribute. The binary logistic regression is a generalized linear model used for binomial regression. In this study, the following binary logistic model was used:

The general Binary Logistic Regression Model is as follows

$$Logit[p(x)] = \log[\frac{p(x)}{1-p(x)}] = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + ... + \varepsilon ....1$$

Logistic regression involves fitting an equation of the following form to the data:

$$Logit(p_i) = \alpha + \beta_1 x_{1,i} + \beta_2 x_{2,i} + \beta_3 x_{3,i} + ... \beta_p x_{P,i} + \varepsilon ....2$$

Turnover Intention   = ao+b1(SEX)+b2(EDUC)+b3(Age)+ b4(field of study)+ b5(work-envt) b6(work itself)+b7(salary) +b8(Marstat) +b9(peer presure)+ b10(par time work) +b12(nearness to fam)+e

The Model rationale

Logistic regression is statistical technique aimed at modeling probabilistic relations between variables. The goal pursued was to estimate the probability of occurrence of an event as a function of a series of independent variables.

Logistic regression is easier to use with SPSS when there is a mixture of numerical and categorical independent/explanatory variable, because it includes procedures for generating the necessary dummy variables automatically, requires fewer assumptions, and is more statistically robust (O'Connell 2005). The use of binary logistic regression in social science research and higher education research in particular is very popular. Many researchers agreed to use binary logistic regression model than Multiple linear regression model because binary logistic regression is superior than Multiple linear regressions in that it meets the assumption of dichotomous measurement than Multiple linear regression. If the dependent variable is to be measured in terms of

dichotomous (i.e. 1 and 0) Binary logistic regression is preferable where as multiple linear regression will best fit for the dependent variable measured either in continuous or ratio scale.

Iv. Result and Discussion

This section deals with the result and the discussion of the study. The first part of the section presented the descriptive analysis associated with the socio demographic characteristics of the respondents. Part two deals with the Binary Logistic Regression model result analysis. The analysis starts with descriptive analysis of Experience of the respondents. The minimum experience was 1 year and the maximum year of experience was 31 with a mean experience of 9 years and standard deviation of 6 years. As far as the age of the respondents is concerned, the minimum age was 23 and the maximum was 52 years old. The mean age of the respondents was 34 with a standard deviation of 6. As far the educational qualification of academic staff in the selected universities was concerned, majority of the respondents i.e. 215(78.5) percent of the staff achieved Masters Degree. Whereas, 22(8%), 19 (6.9%) and 17(6.2%) percent were Assistant professors (by research), Doctors and Degree holders respectively. The other cohort of negligible number i.e 1(0.4) percent of the academic staff were associate professors. Therefore, the majority of the academic staff in the sample universities was Masters. As far as the sex of the respondents was concerned, the result showed that 75 percent of the academic staffs were males and the rest 25 percent of the respondents were females. Therefore, the result affirmed that the proportion of female instructors in the sample universities was one-fourth their counterparts.

4:1 Turnover Intention of the academic staff

The turnover intention of academic staffs across the three selected universities revealed that nearly 36 percent of the staffs were intended to leave their universities in the foreseeable future. The rest 64 percent of the staff affirmed to stay in the universities as their career choice. The result entails a significant numbers of academic staff were not happy with the career choices.

4.2 Descriptive analysis for selected determinants of turnover
Working Environment and turnover intention

Working environment was one of the Factors determining the turnover intention of academic staff. The analysis reveals the perceived agreement and disagreement about the working environment they are working with. The result showed that majority of the academic staff i.e 191(nearly 70 percent respond that the working environment in the universities was not conducive to them and the other group of respondents that accounted 59(21.5) percent respond the working environment was conducive to them.

Reward system and Practice

The result associated with reward system was very discouraging. Only 11 (4) percent of the respondents replied that they strongly agreed that the reward availability was good. 39(14.2) percent of the respondents also reported that they agree with the availability of reward. However, a majority of the respondents i.e which account 169(61.6) percent replied their disagreement with the availability and provision of reward system in the selected universities.

4.3 Job Satisfaction

The result showed that 27 (9.9) percent of the respondents replied that they strongly agreed satisfied with their work. 75(27.3) percent of the respondents also reported that they agree with the satisfaction of work. However, a sizeable number of the respondents i.e 126 (45.8) percent retorted that they disagree or not satisfied with their work in the selected universities. Therefore, the result affirmed that considerable numbers of academic staff were not satisfied with their job.

The Binary Logistic Regression Model Result

The Classification Table

By default, SPSS logistic regression is run in to two ways or steps. The first step, called Step 0, includes no predictors and just the intercept.

Observed - This indicates the number of 0's and 1's that are observed in the dependent variable (entrepreneurial intention). Whereas, the **Predicted value** - In this null model, SPSS predicted that all cases are 0 on the dependent variable.

Overall Percentage - This gives the percent of cases for which the dependent variables were correctly predicted for the null model which is 175/274 = 64.1%.

Variables in the Equation

In the model equation we see that the intercept-only model or null model is ln(odds) -580. If we exponentiate both sides of this equation we find that our predicted odds [Exp(B)] = 0.56 That is, the predicted odd of turnover intention is 0.560. Since 98 of the respondents had reported their intent to leave their Universities in foreseeable future and 175 did not show their intent to leave their Universities in foreseeable future. Therefore, the observed

odds is 98/175 = 0.56.

Variables not in the Model

The score test is used to estimate the improvement in model fit if additional variables were included in the model. The test statistic is the expected change in the chi-squared statistic for the model if a variable or set of variables are added to the model. Because it tests for improvement of model fit if variables that are currently omitted are added to the model, the score test is sometimes also referred to as a test for omitted variables. Looking at the p-values (located in the column labeled "Sig."), one can see that most of the predictors would be statistically significant except for some variables. The implication is, including all predictors except some in the model would bring a statistically significant improvement in model fitting. Moreover, from the result of overall statistic it can be deduced that, including all predictors in the model would contribute a statistically significant improvement in model fitting.

Omnibus Test of Model coefficients

The following table presents the omnibus model coefficients of a binary logistic regression.

The Omnibus Tests of Model Coefficients showed a Chi-Square of 209.7 which is significant at 0.01. This test is a test of the null hypothesis that implies adding the predictors to the model will not significantly increased the ability to predict turnover intention of respondents. However, the omnibus test result reveals a statistically significant value. Therefore, the result indicates that adding the predictor variables in the model could increase the predicting power of turnover intention of academic staff.

The Model Summary

Generally, the findings from the estimated general binary logistic regression model signify a moderate relationship between explanatory variables and the dependent variable. The Hosmer and Lemeshow test of the null hypothesis that was hypothesized a linear relationship between the independent variables and the log odds of the outcome variable. A p-value of 0.87 on the Hosmer and Lemeshow test result affirms that there is no linear relationship between the explanatory variables and the log odds of the outcome variable; therefore, the null hypothesis would be rejected. Correspondingly, the model generated a -2 Log likelihood of 162.3, Cox and Snell R Square of 0.509 and the Nagelkerke R Square of 0.698. Furthermore, the model Produced a Chi-square of 4.42 for the Hosmer and Lemeshow test revealed a non significant at p-value = 0.87. When Hosmer and Lemeshow Test show an insignificant figure, it signifies that the model adequately fits the data.

The Determinants of Turnover Intention

Age as far as the age of the respondent is concerned it was hypothesized, that as the age of the academic staff increases other factors hold constant, employees will be less intended to turnover. Therefore the result affirmed the theoretical and empirical review however, the result was statistically insignificant. The result implies that when the employee's age increases his/her affective and continuance commitment increases as result the turnover intention decreases. When employees' age increases their emotional attachment due to organizational citizenship and belongingness soar up consequently, their intention to leave their organization decreases.

Furthermore, their normative commitment i.e. their attachment to families friends and other colleagues will also increase as age of the respondents increase this again causes strong normative commitment that decreases employees' turnover intention. Therefore, the result affirms a negative and however, a statistically insignificant result. Hence, employees with higher age are less likely intended than employees with lower age.

Experience and turnover intention the result associated with experience of employees revealed that a positive and statistically significant result. The result implies that as employees get more expertise skill their demand in the labor market increases therefore, they will be highly intended to leave their universities. However, the model produced a p-vale of 0.002 and the Wald of 9.699. Exp(B) values which indicated that when experience is increased by 0.803 years, the odds ratio is .220 times as less and therefore employees are .220 times less likely to turnover propensity than the less experienced ones. Hence year of experience revealed a different result than it was hypothesized.

Sex and turnover intention: The **sex** of the respondents was another explanatory variable to determine the turnover intention of academic staff to leave their university. Therefore, the variable was hypothesized; those females are more likely triggered to turnover intention than their counter parts. Hence the result confirmed the theoretically and empirically reviewed literatures depicting female academic staff are 1.492 times more likely to have turnover tendency than male respondents.

Effect of Marital status on turnover intention The result with marital status revealed similar result with the theoretical and empirical literature. Marital status was hypothesized that as employees are married their turnover intention decreases. It was sought to explore whether married academic staff express lower turnover intent. Hence, the result was consistent with what has been theoretically hypothesized depicting a negative and statistically significant result with a p value of 0.000. Therefore, married academic staffs are 2.088 times less likely to leave their university than their counter parts. The implication is as employees are married and establish a family, their normative and social attachment increases therefore, employees will have a social cost to leave their established social relation and normative commitment with in their organization.

Monetary (Salary) and turnover intention: salary was hypothesized to determine turnover intention i.e the better the salary the lower the turnover intention. Therefore, it was sought whether lower salary will lead to high turnover intention. The result showed that employees with a lower perceived salary express a high turnover intention. The result revealed that academic staffs with a perceived lower salary were 1.231 times more likely intended to leave their Universities.

Another explanatory variable to determine turnover intention was availability **of part time** job opportunity around the University or in the city. If employees have additional job or part time opportunity, there will be a less intention to leave their organization than their counterparts. Hence, the result affirmed a similar result which was hypothesized and academic staff with part time or additional job opportunity in the area showed a less likely intention to leave their work place however with a statistically insignificant p-value.

Nearness to families or parents was also hypothesized to determine turnover intention negatively and statistically significantly. The result affirmed a theoretically hypothesized result with a statistically insignificant value.

Another predictor variable to determine turnover intention positively and statistically significantly was **work itself** (Teaching as A profession). The assumption was employees who feel teaching as a very worth profession will have a positive propensity to remain in their university than their counter parts. The result confirmed the hypothesis with a positive and statistical significant p-value of 0.000. This implied that academic staffs who value teaching as a less indispensable and less worthy profession revealed a more intention than their counterparts. The model result was 0.987 which implies that academic staffs who consider their profession less important are .987 times more likely intended to leave their University and were planning to search a better worth profession in the foreseeable future.

Peer pressure was hypothesized to determine turnover intention. This explanatory variable was the most important variable to trigger turnover of employees in many literatures. Hence, the result associated with peer pressure revealed a theoretically and empirically reviewed literature. The result was statistically significant to determine turnover intention with a p-value of 0.000. The result further showed that employees who agree peer pressure can cause turnover were 1.725 times more likely intended to leave their organizations than their counter parts. the implication is as friends leave their organizations and share their experience to their previous co-workers, the existing employees will be activated to leave their organizations for search of better job like their friends acquired.

The other explanatory variable hypothesized to affect turnover intention was **job satisfaction**. Employees were asked whether they are currently satisfied with their job and the response measured dichotomously. Therefore employees who are currently dissatisfied with their job will exhibit a higher turnover intention. The result showed a positive however, a statistically insignificant result confirming employees who are not revealed a lower or no job satisfaction are more likely intended to leave their university than their counter parts. Therefore, the result showed that   academic staffs not satisfied with their job are .258 times more likely intended to leave their universities than those who are satisfied with job.

Educational status was another variable of interest to determine turnover intention as result. The variable was hypothesized as, a higher the educational status of employees a more they will be intended to leave their work place as they could have a more demand in the labor market or to be engaged in their own ventures. However, the result showed that none of the educational levels affirmed the theoretical hypothesis.

Lastly the field of study was sought to determine turnover intention. Business field academic staffs were hypothesized to show a higher turnover intention than their counter parts. However, the result showed a different result suggesting Business professionals have depicted a lower turnover intention because they do have additional and part time jobs as a result of expansion of business colleges in different big or small towns.

v. Summary Conclusion and Recommendations
5.1 Summary and Conclusion
This chapter presents the summary, conclusion and policy recommendation of the study finding. As far as the determinants of turnover intentions are concerned, the major objective of the study was to analyze the major determinants of turnover intention of Academic staff at in the selected Universities. In line with this objective the study attempts to characterize the socio-demographic characteristics and turnover intents of Academic staff analyzed demographic variables and personal factors such as gender, education, experience, age and marital status, Working environment, work itself, peer pressure, nearness to parents, job satisfaction salary and field of study towards turnover intention. To this end, a cross sectional data from 274 academic from the three universities were collected using a self administered questionnaire. Both primary and secondary data were used for analysis. In the first part of the analysis descriptive analysis with frequencies was employed to characterize the first objective i.e. turnover intention. In the second part A Binary Logistic Regression model was employed for analysis of the determinants of turnover intention using SPSS 20. The descriptive statistics showed that the 36% of the academic staff showed higher turnover intention whereas, the rest 64 % prefer to be stayed in their

universities.

More over the Binary Logistic Regression model showed that when the employee's age increases his/her affective and continuance commitment increases as result the turnover intention decreases, year of experience revealed a different result than it was hypothesized. result confirmed the theoretically and empirically reviewed literatures depicting female academic staff are 1.492 times more likely to have turnover tendency than male respondents. married academic staffs are 2.088 times less likely to leave their university than their counter parts.The result revealed that academic staffs with a perceived lower salary were 1.231 times more likely intended to leave their Universities. the result showed that academic staffs not satisfied with their job are .258 times more likely intended to leave their universities than those who are satisfied with job.

5.2. Recommendations

Based on the conclusions forwarded on the conclusion section the following recommendations were developed

- It is recommended that Universities create good working environment for the academic staff by providing appropriate and adequate resources for conducting daily operation such as teaching and research.
- The major determinant factor that determine employees' turnover was reward system. Therefore, the universities shall strive to provide important reward and incentive systems so as to retain caliber academic staff. Such rewards could be engaging employees in research and project works, providing a better pay scale and motivate employees through performance rewards (i.e. reward performance, praise high achievers).
- Provide clear career path for employees as most of the respondents were discouraged by the lack of progression/promotional opportunities. Thus, these promotion opportunities also need to be clarified in such a way that all employees can understand and internalize. Improvement of working conditions (i.e. enough working space in the office, old and obsolete equipment should be replaced and environment should be conducive to work
- The other most important explanatory variable to determine turnover intention was work itself (worthiness of teaching). The result revealed that most academic staffs showed lower value for teaching as a worth profession that provide them with a better return as compared to actual equity with other professions. Therefore, most employees were intended to leave their Universities. Hence, the Government shall device a better incentive system and gives a serious concern to academic staffs across all Universities so as to mitigate with the high turnover intention and actual turnover costs.
- Nearness to families and parents was also another variable to determine turnover intention. Other things being constant, most academic staffs affirmed that they would stay in the university if they were closer to their families and parents as it reduces many social and economical costs. Therefore, the ministry of Education and universities should device policies and seriously implement policies to facilitate lawful working systems to get closer employees and families with genuine rules and practices.

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