

Employee Demographic Factors and Academic Staff Labour Turnover in Private Higher Institutions in Ogun State

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Abstract: This work examines the relationship between demographic factors (age, marital status and level of education) and labour turnover of academic staff of private higher institutions in Ogun State. Survey design was used with the study accessible population of 1653 academic staff of private higher institutions in Ogun State, Nigeria with 310 as the determined sample size. For easy accessibility and grouping as well as unavailability of list of the academic staff, cluster sampling method was used. In testing the hypotheses, Regression Correlation was used. The study revealed that there is relationship between demographic factors (age, marital status and level of education) and labour turnover. It was recommended, therefore, that human resource unit of every organisation should de-emphasize age discrimination as many old age employees tends to stay longer with organisation, also, employers should prefer employing married applicants as well as applicants with minimum education but encourage them to develop themselves by enrolling for higher degrees while on the job.

Keywords: Employee, Demographic factors, Age, Marital Status, Educational Level, Labour Turnover, Private Higher Institutions.

INTRODUCTION

Employees are the human resources of every organisation but before they become employees of the organisation, they are more or less stranger to one another, that is, the employees and the organisation. The first point of contact is through the employment process, essentially, the recruitment stage. This is the stage in the employment process where the organisation reach out to the public to seek for suitable applicants for certain vacant position(s). This might involve advertisement on radio, newspaper, television and now, social media. Many organisation make use of their existing employee to reach out to interested applicant(s).

At this stage, the applicant is trying to show and emphasize that he/she is the best candidate for the job by presenting relevant information essentially and including the demographic information such as age, gender, marital status, educational qualification, race, religion, nationality, etc. Demographic was described by Blythe [1] as cited in Konya, Matic and Pavlovic [2] as “the study of general and particular population

density, size and location”. But because the concern of every employer through the human resource unit is to have a *permanent employee*, those demographic information will form the basis of selecting those the organisation assume will stay to give their best to the organisation. This is because “retention of talented employees continues to be a big problem for a large number of employers thereby constantly challenging human resource (HR) practitioners to formulate innovative strategies that will not only attract talent, but equally retain them in order for these employees to help in achieving organisational goals and objectives” Segbenya [3]. Essentially, most human resource practitioners in Nigeria consider the age, marital status and educational level as the critical demographic factors. Hence, this study will consider those three factors as the dimensions of the employee demographic factors.

Labour turnover, however, is the rate at which employee leaves an organisation. It is also said to be “the rate at which an employer gains and loses employees” Sule [4]. Tett and Meyer [5] as cited in

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Emiroglu, Akova and Tanriverdi [6] described labour turnover “to be conscious and deliberate willfulness to leaves the organisation”. Also, in the same Emiroglu *et al.*, [6] Yang, Wan and Fu [7] define labour turnover as “the intention to resign from his or her current job and tendency to seek employment in other organisation of an employee”. However, labour turnover was categorized into two, that is, voluntary and involuntary turnover according to Albattat and Som [8]. Voluntary turnover happens when employee willingly leave an organisation due to reason(s) best known to the employee while involuntary turnover is when the employee initiate leaving the organisation by the employee. Furthermore, human resource unit lay much emphasize on demographic factors to reduce the rate of labour turnover of their organisations with innovative strategies to attract and retain talent. According to Segbenya [3] “the turnover of valuable employees can have a disproportionate effect on the business and its performance”. As such, “regardless of the source or type of candidates that an organisation recruits, the success of recruitment is ultimately determined by the complementary human resources strategies that start with selection and continue with retention” Kreisman, 2002 [9] as cited in Segbenya [3].

It is, therefore, a known fact that retention of talent employee is a key competitive advantage of any organisation against other competitors in the industry, especially among the private sector of the higher educational industry. The issue now is that most academic staff in private higher institutions either see such organisation as a stepping stone (intention to quit) or a place to spend little useful time after retirement (intention to stay). This study, therefore, intends to expose if demographic factors have any role in the labour turnover of private higher institutions’ academic staff, particularly, in Ogun State with the highest number of both private and public higher institutions in Nigeria.

AIM AND OBJECTIVES

The sole aim of this study is to establish the relationship between employee demographic factors and academic staff labour turnover in private higher institutions in Ogun State. The specific objectives are to:

- Find out the relationship between age and academic staff labour turnover in private higher institutions in Ogun State.
- Examine the relationship between marital status and academic staff labour turnover in private higher institutions in Ogun State.

- Ascertain the relationship between educational level and academic staff labour turnover in private higher institutions in Ogun State.

Research Questions

The following questions will be answered at the end of this study. They are:

- What is the relationship between age and academic staff labour turnover in private higher institutions in Ogun State?
- What is the relationship between marital status and academic staff labour turnover in private higher institutions in Ogun State?
- What is the relationship between educational level and academic staff labour turnover in private higher institutions in Ogun State?

Research Hypotheses

Inference as well as conclusion will be made after testing the following hypotheses:

- There is no relationship between age and academic staff labour turnover in private higher institutions in Ogun State.
- There is no relationship between marital status and academic staff labour turnover in private higher institutions in Ogun State.
- There is no relationship between educational level and academic staff labour turnover in private higher institutions in Ogun State.

LITERATURE REVIEW

Theoretical Framework

The base theory of this study will be employee retention theory.

Employee Retention Theory

This theory recognizes the fact that employees are the intellectual assets of the organisation and as such need to be managed properly to retain them on the job. This is because organisations invest substantial amount of time, effort and resources unto their employees to make them satisfied to stay on the job. Any attempt to lose any talented employee either to any of their competitors or other company in another industry may have adverse effect on the organisation. Employee retention theory, therefore, is a philosophy that is centered on considering reason(s) why employees have to leave an organisation and possible things that can be done to retain them. Herzberg in 1950s, therefore, studied employee retention and motivation and eventually came up with his famous ‘two factor theory’.

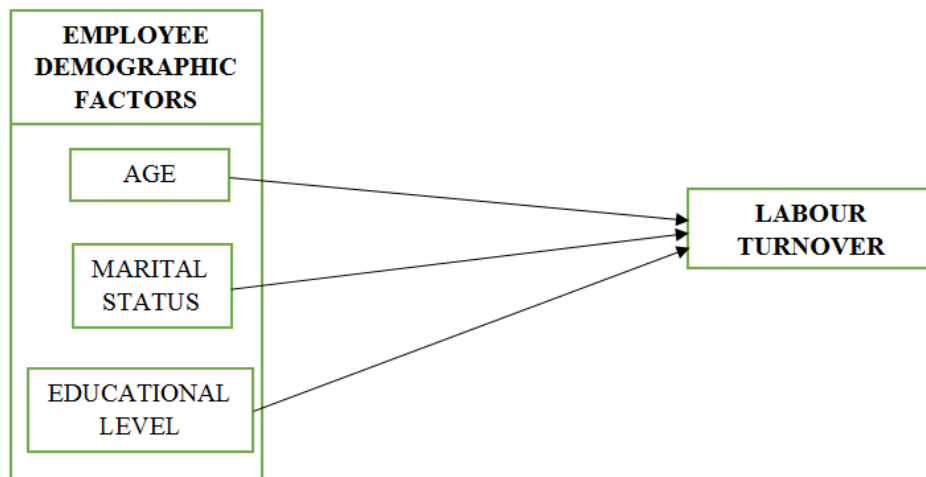
Conceptual/Operational Framework

Fig-1: Conceptual/Operational Framework showing the Relationship between Employee Demographic Factors and Academic Staff Labour Turnover in Private Higher Institutions

Employee Demographic Factors and Labour Turnover

The relationship between employee demographic factors and labour turnover cannot be overemphasized. This is because it is either the worker leave the work due to retrenchment and others (involuntary turnover) or the worker will leave the work perhaps because of greener pasture and/or any other organisation that can cater for employee retirement age. Emiroglu, Akova and Tanriverdi [6] submitted that “the turnover intention varies based on demographic factors such as gender, marital status, age, education level and factors such as tenure, wage, position and working department”. This submission can, therefore, be viewed to be saying that each demographic factor relates with labour turnover differently; while some elate positively, others relate negatively.

Almalki, Gerald and Clark [10] cited in Kaur, Mohindru and Pankay [11] asserted that there is “significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month”. Still in Kaur, Mohindru and Pankaj [11], Randhawa [12] submitted in the same vein that “there are significant correlations between turnover intention and demographic variables such as age, qualification, designation, and it was found that age, designation and experience are negatively and significantly correlated with turnover intentions”.

Age and Labour Turnover

This is the age of applicant at the point of entering the organisation. It is a common phenomenon in Nigeria to always add age limit to vacancy advertisement and some will not add age limit but at the point of screening those to invite for the first interview, the issue of age will be brought in during the screening process. Furthermore, in Nigeria today, during

recruitment process, many organisation will never look at your worth once you are above the age limit of the organisation, usually, 35 years. Though many of them do not have legal backing but they are just taking laws into their hands, for instance, the Lagos State Public Service rule chapter 2 section 2 rule 020205(a) said that “to be eligible for appointment into state civil/public service every applicant must not be less than 18 years of age and not more than 55 years of age; except for contract/part time appointment”.

But they forget that the older you are the better the experience in life and on the job. Apart from experience, research had shown that older people tends to stay longer with organisation than the younger people. This is attested to in the work of Lee, Phepls and Beto [13] as cited in Paulsen [14] where it was confirmed that employees between the ages of 20 – 34 years have “the strongest turnover intention”. This is because the younger employees, according to DelCampo [15] cited in Paulsen [14] and O’Reilly, Chatman and Caldwell [16] have more willingness to seek for other jobs than the older employees.

Rhodes [17] confirmed that the younger employees do not have satisfaction and commitment to the job compared with older employees. Relating it to the academic environment, we today have young professors at the peak of their career but these professors hardly stay on the same job for long. For instance, there had been a case of a young professor in a State in the South-South of Nigeria that left his constituency (citadel of knowledge) completely for a big oil company. But you find out that the old professors will even enjoy staying on the job till retirement. This is another reason for the agitation of the academic union of the tertiary institutions (ASUU) for the extension of their members retirement age particularly, the professors as established in Sule [4] while discussing the causes of labour turnover.

In Kaur *et al.*, [11] citing Mylene [18] that it was established in the study of *Turnover Intent* that there is negative relationship between age and turnover intent because the older the employee, the less such employee may intend to leave the organisation. Achoui and Mansour [19] also attested to the same fact that there is higher probability for younger employees to leave organisation. Again, in Segbenya [3], Mathieu and Zajac [20] said that older employees are more committed to their work than the younger employees.

Employees' labour turnover then differs based on the age of the employees though employees in the same age brackets have the same high tendency of changing jobs like women change their wrappers. Emiroglu *et al.*, [6] asserted that "the reason that the older people had a lower turnover intention can attributed to the fact that they do not have similar thoughts and expectations compared with younger people". Cotton and Tuttle [21] cited in Emiroglu *et al.*, [6] buttressed this point with another fact that "as people get older, they become familiar with their jobs and since they have a close relation with their friends, the turnover decreases".

Marital Status and Labour Turnover

Gone are those days when there is so much discrimination based on marital status. Then, nobody want to trust unmarried person with any position that entail any responsibilities because it was assumed that such employee can leave the job without any information but today, we see employees on the job announcing wedding date. Likewise, marital status must be a very strong determining factor of labour turnover intention. For the fact that every parents both male and female want to be responsible, so also leaving a job by any married employees will be very minimal. Emiroglu *et al.*, [6] concluded that the reason for the turnover intention differ based on married status compared with single employees might be because of financial responsibilities on the employees that are married. Carbery, Garavan, O'Brien and McDonnell [22] cited in Emiroglu *et al.*, [6] supported the submission of Emiroglu *et al.*, [6] that "marital status was also revealed to be a determinant for turnover intention because of financial obligation".

In the work of Hrebiniak and Alluto [23], John and Taylor [24], and Tsui, Leung, Cheung, Mok and Ho [25] cited in Jena [26] also agreed that "married people have more family responsibilities and need more stability and security in their jobs and, therefore, are likely to be more committed to their current organisation than their unmarried counterparts". Choong, Tan, Keh, Lim and Tan [27] cited in Konya, Matic and Pavlovic [2] added their voice to the fact that married people will stay with the organisation than the single people "because they need a stable job due to their perceived responsibility for their families" as well

as "concern for the economic safety of their families" [2].

Education Level and Labour Turnover

The relationship between educational level and labour turnover intention had been argued from both the negative and positive sides of the relationship. While some argued that higher educational level of employee is an indicator that such employee will have high level of tendency to leave the organisation compared with those with lower level of education. For instance, Arnold and Feldman [28] as cited in Segbenya [3] asserted that "highly educated employees are more likely to leave the organisation than less educated employee". But Mobley and Meglino [29] as cited in Segbenya [3] concluded that there is "no relationship between employees' intention to quit and education".

Contrary to all these, many researchers concluded in their studies that level of education is a strong determining factor in the decision about labour turnover intention. The work of researchers like Manlove and Guzel [30]; Steers [31]; Mathieu and Zajac [20]; and Golang, Elsik and Ross [32] as cited differently in Segbenya [3] can be summarized as concluding that the "level of education as a demographic factor has been related to employees' commitment to stay". Konya, Matic and Pavlovic [2] said that education also influence the commitment of employees' to the organisation and invariably, decide to stay with such organisation because employees with lower educational level and qualification "rarely change their jobs". Pala, Eker and Eker [33] cited in Konya, Matic and Pavlovic [2] agreed also that "there are studies, which reveal a direct positive relationship between education level and employees' commitment to their organisation".

METHODOLOGY

This study adopted survey research design with the rationale for exposing the relationship between employee demographic factors (age, marital status and educational level) and labour turnover. The study population will be all the academic staff in private higher institutions in Ogun State but because of some constrains, the study was restricted to those higher institutions that were willing to participate in this study after seeking their consent. We, therefore, have only six private universities academic staff as the population of the study who are ready and willing to give required information.

The population was 1653 academic staff altogether, Krejcie and Morgan sample size determination table was used to arrive at 310 sample size. In order to have the required 310 copies of questionnaires, an additional 50 copies of questionnaire was added to the distributed questionnaires to cater for void returned copies of questionnaire as well as those that cannot be retrieved from the participants and at the

end we were able to have the 312 copies retrieved. Those two over the 310 copies eventually came late and as such set aside.

Cluster sampling method was used because it was easier grouping the academic staff for the distribution of the instrument used for the study. This is because it was difficult to have practical sampling frame for individual elements of the population under study. As such, we consider academic faculty in each and every institutions considered as part of the population and for each faculty, we ensure minimum of five questionnaire and maximum of eight questionnaire was shared.

Method of Data Analysis

Regression statistical tool was used in testing of hypotheses from the generated data with research instrument from which inferences were made.

RESULTS

This section deals with the testing of the hypotheses from which certain decision will be deduced.

Hypotheses Testing

Hypothesis One (H_{01}) Testing

H_{01} : There is no relationship between age and academic staff labour turnover in private higher institutions in Ogun State.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.717	4.350
a. Predictors: (Constant) Age				
SPSS output, Version 20 – Survey Data, 2019				

Table-1 shows the multiple correlation coefficient ($R = .848^a$) which connotes the existence of strong positive correlation between the dimensions of employee demographic factors (age) and academic staff labour turnover; the adjusted R square (.717) implies the coefficient of determination which is variability

seen in labour turnover as a result of the dimensions of employee demographic factors; thus 71.7% of the change in labour turnover of members of the academic staff was accounted for by age; indicative of a strong predictive ability of the dimension on the measure.

Table-2: ANOVA Output

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	14247.086	2	7123.543	376.427	.000 ^b
Residual	5563.688	310	18.924		
Total	19810.774	310			
a. Dependent Variable: Labour Turnover					
b. Predictors: (Constant) Age					

SPSS output, Version 20 – Survey Data, 2019

Table-2 shows the regression run to predict labour turnover from the dimensions of employees demographic factors; this variable significantly predict

labour turnover of academic staff as the model shows $F(2, 310) = 376.427, p < 0.05$.

Table-3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.240	1.498		4.167	.000
	Age	1.039	.133	1.013	1.293	.007
a. Dependent Variable: Labour Turnover						

SPSS output, Version 20 – Survey Data, 2019

Table-3 indicates that the variable added significantly to the prediction of labour turnover of academic staff of private higher institutions in Ogun State; the significant values reported are all less than 0.05 ($p = .007 < 0.05$ and $p = .000 < 0.05$); suggestive of the existence of a significant contribution from the dimensions (age) on the labour turnover. Thus, we accept the alternate hypothesis; H_{11} , that there is significant contribution of the dimension of employee

demographic factors (age) on labour turnover of academic staff of private higher institutions in Ogun State.

Hypothesis Two (H_{02}) Testing

H_{02} : There is no relationship between marital status and academic staff labour turnover in private higher institutions in Ogun State.

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.698	.696	1.948

a. Predictors: (Constant) Marital Status

SPSS output, Version 20 – Survey Data, 2019

Table-4 shows the multiple correlation coefficient ($R = .835^a$) which connotes the existence of strong positive correlation between the dimension of employee demographic factors (marital status) and labour turnover; the adjusted R square (.696) implies the coefficient of determination which is variability

seen in labour turnover as a result of the dimension of employee demographic factors; thus, 69.6% of the change in labour turnover of members of the academic staff was accounted for by the dimension; indicative of a strong predictive ability of this dimension on the measure.

Table-5: ANOVA Output

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2577.276	2	1288.638	339.534	.000 ^b
Residual	1115.822	310	3.795		
Total	3693.098	310			

a. Dependent Variable: Labour Turnover

b. Predictors: (Constant) Marital Status

SPSS output, Version 20 – Survey Data, 2019

Table-5 shows the multiple regression run to predict labour turnover from the dimension of employee demographic factor (marital status); this variable

significantly predict labour turnover of academic staff members as the model shows $F(2, 310) = 339.534$, $p < 0.05$.

Table-6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.016	.671		7.479	.000
	Marital Status	1.056	1.060	1.043	.934	.011

a. Dependent Variable: Labour Turnover

SPSS output, Version 20 – Survey Data, 2019

Table-6 indicates that the variable added significantly to the prediction of labour turnover of academic staff of private higher institutions in Ogun State; the significant values reported are all less than 0.05 ($p = .011 < 0.05$ and $p = .000 < 0.05$); suggestive of the existence of a significant contribution from the dimension (marital status) on the labour turnover. Thus, we accept the alternate hypothesis; H_{i2} , that there

is significant contribution of marital status on labour turnover of academic staff of private higher institutions in Ogun State.

Hypothesis Three (H_{o3}) Testing

H_{o3} : There is no relationship between educational level and academic staff labour turnover in private higher institutions in Ogun State.

Table-7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.764	.763	3.985

a. Predictors: (Constant) Level of education

SPSS output, Version 20 – Survey Data, 2019

Table-7 shows the correlation coefficient ($R = .874^a$) which connotes the existence of strong positive correlation between the dimension of employee demographic factors (level of education) and labour turnover; the adjusted R square (.763) implies the coefficient of determination which is variability seen in

labour turnover as a result of the marital status; thus 76.3% of the change in labour turnover of academic members of the private institutions was accounted for by marital status; indicative of a strong predictive ability of marital status on labour turnover.

Table-8: ANOVA Output

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15142.003	2	7571.001	476.758	.000 ^b
	Residual	4668.772	310	15.880		
	Total	19810.774	310			
a. Dependent Variable: Labour Turnover						
b. Predictors: (Constant) Level of Education						

SPSS output, Version 20 – Survey Data, 2019

Table-8 shows the regression run to predict labour turnover from the dimension of employee demographic factors; this variable significantly predict

labour turnover of academic staff members as the model shows $F(2, 310) = 476.758, p < 0.05$.

Table-9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.618	1.148		.539	.590
	Level of Education	.259	.134	.111	1.934	.044
a. Dependent Variable: Labour Turnover						

SPSS output, Version 20 – Survey Data, 2019

Table-9 indicates that the variable added significantly to the prediction of labour turnover of academic staff of private higher institutions in Ogun State; the significance values reported are less than 0.05 ($p = .044 < 0.05$ and $p = .000 < 0.05$); suggestive of the existence of a significant contribution from the dimension (level of education) on the labour turnover. Thus, we accept the alternate hypothesis; H_{i3} , that there is significant contribution of the dimension of employee demographic factors (level of education) on labour turnover of academic staff of private higher institutions in Ogun State.

DISCUSSION OF FINDING

This aspect of the study discuss the findings as exposed by the hypotheses testing signifying the outcome of the data analysed.

Age and Labour Turnover

The regression analysis of the relationship between age as a demographic factor and labour turnover (Hypothesis One) shows 71.7% of change. This in effects indicates that with age as a demographic factor there will be 71.7% of change in the labour turnover of academic staff of private higher institutions in Ogun State. There is high level of relationship between age as a demographic factor and labour turnover of academic staff of private higher institutions in Ogun State. This is in line with the submission of Cotton and Tuttle [21] cited in Emiroglu *et al.*, [6] buttressed this point with another fact that “as people get older, they become familiar with their jobs and since they have a close relation with their friends, the turnover decreases” and contrary to the assertion of Kaur *et al.*, [11] citing Mylene [18] that it was established in the study of *Turnover Intent* that there is negative relationship between age and turnover intent because the older the employee, the less such employee may intend to leave the organisation.

The analysis further established the fact that the older the employee, the lower the rate of leaving the job (labour turnover) which is in conformity with the submission of Achoui and Mansour [19] where the same fact was also attested to that there is higher probability for younger employees to leave organisation. Again, in Segbenya [3], Mathieu and Zajac [20] said that older employees are more committed to their work than the younger employees.

Marital Status and Labour Turnover

The regression analysis of the relationship between marital status as a demographic factor and labour turnover (Hypothesis Two) shows 69.6% of change. This in effects indicates that with marital status as a demographic factor there will be 69.6% of change in the labour turnover of academic staff of private higher institutions in Ogun State. There is high level of relationship between marital status as a demographic factor and labour turnover of academic staff of private higher institutions in Ogun State. This is in line with submission of Hrebiniak and Alluto [23], John and Taylor [24], and Tsui, Leung, Cheung, Mok and Ho [25] cited in Jena [26] also agreed that “married people have more family responsibilities and need more stability and security in their jobs and, therefore, are likely to be more committed to their current organisation than their unmarried counterparts”. Also, Choong, Tan, Keh, Lim and Tan [27] cited in Konya, Matic and Pavlovic [2] submits that married people will stay with the organisation than the single people “because they need a stable job due to their perceived responsibility for their families” as well as “concern for the economic safety of their families”.

Level of Education and Labour Turnover

The result of the level of education and labour turnover of academic staff (Hypothesis Three) analysis shows that there is a significant positive relationship

between the variables. This indicates a strong correlation between the variables. However, the coefficient of regression (r^2) shows that $r^2 = 76.3\%$. This implies that level of education accounted for 76.3% of labour turnover of academic staff. This findings is in line with that of Arnold and Feldman [28] as cited in Segbenya [3] that “highly educated employees are more likely to leave the organisation than less educated employee”. But contrary to the submission of Mobley and Meglino [29] as cited in Segbenya [3] concluded that there is “no relationship between employees’ intention to quit and education”.

RECOMMENDATIONS

Recommendations based on the study findings

- The human resource department should learn not to discriminate against older applicants during recruitment process as many are ready to stay for a very long time with the organisation than the young applicants.
- The human resource department should encourage the old tradition of entrusting responsibilities to the married individuals who are more likely to save the organisation the agony of having to conduct recruitment exercise at all times which to certain extent do not portray the organisation as reliable to the outsiders.
- Management should reduce frowning at the applicants with minimum requirement but encourage them to develop themselves while working, especially, the higher institutions by employing people with minimum qualification and mentoring them to get to the peak of their career.

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