Effects of Monetary and Non –Monetary Factors on Employee Retention in the Nigerian Private Universities

Ebiwari Apulu ⓘD *, Dr. Siew Poh Phung* ⓘD
Limkokwing University of Creative Technology

Information of Article

This study examines the determinants of employee retention within Nigerian private universities, with a particular focus on the roles of monetary and non-monetary incentives. The research delves into how salary structures, benefits packages, recognition and awards, professional development opportunities and work environment influence staff retention. A quantitative approach was adopted, analyzing survey responses from various faculty members across a selection of Nigerian private universities. The findings suggested that factors like salary structure, benefits package and opportunities for professional development have a more influential role in employee retention, compared to work environment or recognition and rewards. The study contributes to theoretical frameworks by applying Herzberg's Two-Factor Theory offering insights into the nuanced effects of retention strategies. The practical implications suggest that Nigerian private universities should implement comprehensive HR strategies that go beyond financial rewards to include supportive work environments and recognition systems to improve retention. These findings serve as a guide for policy formulation and the development of retention programs in the higher education sector.

1. Introduction

Over the past few decades, the academic sector worldwide has undergone a significant transformation, with employee retention emerging as a pivotal issue. This global trend is evident across various continents, from North America to Asia, Europe to Africa, affecting institutions of higher learning at their core (Adenle, Chan, Sun, & Chau, 2021; Ogunode, Akinjobi, & Musa, 2022). As centers of knowledge dissemination and research, universities globally depend heavily on their faculty and staff to uphold and advance their institutional legacy (Folorunso, 2024). These educators and researchers are not merely employees; they are the intellectual backbone, driving innovation, mentoring future leaders, and upholding academic rigor (Teessar, 2024). The importance of retaining academic staff cannot be overstated. They are the custodians of academic standards, the pioneers of research, and the mentors of future generations. Their departure can lead to a significant loss of institutional knowledge, disrupt ongoing research, and affect the quality of education (Lytras et al., 2022). Moreover, the process of recruiting and training new staff is not only costly but also time-consuming, often leading to a temporary decline in academic productivity (Adisa et al., 2022).

In Africa, the landscape of academic staff retention and turnover is shaped by a unique set of challenges, distinct from those in other regions. Unlike Europe, where budgetary constraints and bureaucratic hurdles often drive academic staff turnover (Lenz, Steinebach & Casula, 2024), and Asia, where the rapid expansion of higher education institutions has led to intense competition for talented faculty (Horta, 2023), African universities grapple with issues stemming from inadequate funding, political instability, and governance challenges. These factors not only impede the quality of educational infrastructure but also limit the ability of universities to offer competitive remuneration and research opportunities, often resulting in brain drain.

Universities, across the globe, are identified as the most complex and critical engines for teaching, research, community impact, and economic development. The global service sector always aims to maximise worker productivity by motivating workers with both monetary and non-monetary rewards. Globally, universities are recognised as the most intricate and vital hubs for education, research, economic growth, and community influence. Because of this intricacy, university educational staff members must possess a certain level of expertise, scholarship, and demonstrated knowledge (Haruna & Pongri, 2024). Concerns have been raised in Nigeria, particularly at public

universities, over the growing number of these institutions and the lack of enough academic personnel. It has been observed that a limited number of studies have been evaluated on monetary and non-monetary factors on university employee's retention. Due to several difficulties like a structured salary, benefit packages, award, inadequate developmental initiatives and elevated working systems can cause stress among employees in Nigerian private universities. This can lead to an unstable work environment and an adverse or insufficient job outcome (Abubakar, Oluwade & Ibrahim, 2022). Hence, it is essential to identify the causes and remedies to increase the rate of employee retention in Nigerian private universities.

Some research questions are developed as follows:

RQ1: What is the effect of Salary Structure on Employee Retention in Nigerian private universities?

RQ2: What is the relationship between the effect of Benefits Package on Employee Retention in Nigerian private universities?

RQ3: What is the impact of Recognition and Awards on Employee Retention in Nigerian private universities?

RQ4: What is the influence of Opportunities for Professional Development on Employee Retention in Nigerian private universities?

RQ5: To what extent does the work environment impact on Employee Retention in Nigerian private universities?

The significance of this study to theoretical frameworks in the field of employee retention and organizational commitment is multifaceted and profound. It not only validates and challenges existing models but also refines them, thereby enriching the theoretical landscape. By delving into the dynamics of employee retention within the context of Nigerian private universities, this research extends the current literature on the resource-based view and safe theory. It does so by meticulously exploring the significant factors that influence employee retention and examining the intricate role that job satisfaction plays between these variables. This approach not only broadens the scope of these theories but also tests their robustness in a specific and dynamic setting.

The study's timeframe, encompassing the last decade, is a strategic choice, reflecting a period of significant transformation within the Nigerian private university landscape. This era has been marked by a series of pivotal developments, ranging from the establishment of new private universities to shifts in educational policies and the evolving demands of the global academic landscape. The chosen timeframe captures a dynamic phase in which the higher education sector in Nigeria has grappled with rapid expansion, increased competition, and the need to adapt to global educational trends. This period has also seen technological advancements and changes in student demographics and expectations, all of which have profound implications for employee retention strategies. By focusing on this decade, the study aims to provide a comprehensive understanding of how private universities have navigated these changes, the challenges they have faced in retaining their academic staff, and the innovative strategies they have employed. This rich context allows for an in-depth exploration of the factors influencing employee retention, shedding light on both the successes and the ongoing challenges within the sector. The insights gained from this period are invaluable, offering lessons and guiding principles that can inform future strategies and policies aimed at enhancing employee retention in the ever-evolving landscape of Nigerian private universities.

2. Literature Review

2.1 Salary structure

Salary, a primary monetary incentive, is a fundamental pillar in an employee's decision to stay or leave an organization. It has always been integral to employee motivation and satisfaction across various sectors and geographical contexts. The evolution of understanding the impact of salary on retention can be traced back to the foundational works of Henderson et al. (2023). They propounded the Two-Factor Theory, distinguishing between motivation factors that drive satisfaction and hygiene factors, which, if not addressed, lead to dissatisfaction.

Among the hygiene factors, salary stands prominent. Herzberg's premises suggested that while an attractive wage might not necessarily motivate employees, its absence or perceived insufficiency could lead to dissatisfaction

(Urme & Zaman, 2019). One can't discuss salary without acknowledging its direct influence on an individual's living standards. As Henderson (2023), astutely observes, salary represents an individual's living standards and capabilities to a significant extent. This perspective aligns with Maslow's Hierarchy of Needs, where physiological needs like food, shelter, and safety, primarily funded by one's salary, form the pyramid's base. Thus, the inability of a salary to meet these fundamental needs can lead to a strong inclination toward job dissatisfaction and, consequently, increased turnover intentions (Owusu, 2021).

2.2 Benefits package

In the modern employment landscape, the significance of benefits packages cannot be overstated. While salaries provide employees with immediate compensation for their services, benefits packages cater to long-term needs and aspirations. These packages include health insurance, retirement plans, tuition assistance, wellness programs, and more. Such benefits not only cater to employees' immediate and future well-being but also communicate an organization's genuine care and investment in its workforce. An organization that offers a comprehensive benefits package demonstrates foresight and understanding that the holistic well-being of an employee transcends their monthly paycheck (Luna, 2024).

Over the past few decades, as work and employee expectations have evolved, so have the weightage given to benefits packages in retention strategies. For many employees, a robust benefits package can even supersede salary considerations. For instance, younger employees, especially those starting families, might prioritize healthcare benefits, while older employees might be more inclined towards robust retirement plans. Employees undergoing higher education might be attracted to organizations offering tuition reimbursements or educational assistance. When these needs are met, employees feel a heightened sense of security and loyalty toward their employers, reducing the allure of job hopping (St-Denis, 2023).

2.3 Recognition and Awards

Recognition and awards have long been recognized as pivotal elements in employee motivation and retention (Elrayah & Semlali 2023). This section of the literature review delves into the multifaceted role that recognition and awards play within organizational settings. Drawing from a diverse range of studies and theoretical frameworks, this section aims to explore the impact of recognition and awards on employee behavior, job satisfaction, and ultimately, their decision to remain with an organization. The literature suggests that while financial incentives are important, non-monetary forms of recognition can have a profound and lasting impact on employee morale and loyalty (Selemani, 2023). This section will examine various forms of recognition and awards, from formal accolade systems to informal gestures of appreciation, and their respective influences on organizational dynamics. By synthesizing insights from empirical research and theoretical discussions, this section aims to provide a comprehensive understanding of how recognition and awards function as crucial components of high-performance work systems and contribute to the creation of a positive and productive work environment.

Reward management is how people get rewards based on their value to the Organization (Blain, B., & Sharot, 2021). It focuses on financial and non-financial rewards and embraces the Organization of ideas, policies, plans, and processes for developing and maintaining rewards systems. It aims to create a belief-based total reward process the organization values and wants to provide rewards and rewards to people for the value they add to the organization (Úbeda-García et al., 2022). It also aims to make rewarding practices and business goals, and Employee values and rewards the right things to convey what is right about the information it is important in terms of behavior and results. In addition, it strives to promote. Therefore, to attract and retain the skilled and competent talents the organization needs to win the battle for talent and help motivate people and gain talent Commitment and participation.

2.4 Opportunities for Professional development

Pasique & Maguate (2023), highlighted the transformative potential of professional development programs. According to their findings, organizations that invest in comprehensive training programs, workshops, seminars, and courses witness a tangible increase in employee morale and productivity. Employees feel valued when organizations invest in their growth, fostering a sense of loyalty. This sentiment aligns with the psychological contract theory, where the employer and the employee have an unwritten set of expectations. When organizations

fulfill these expectations through professional development opportunities, they indirectly fortify the commitment of their employees.

A global survey conducted by Su et al. (2023) found that one of the top reasons employees considered leaving their jobs was the lack of growth opportunities. Particularly for the millennial and Gen Z workforce, the desire for continuous learning outranks even salary in some contexts. These generations value experiences and personal growth, and they expect their workplaces to be platforms where they can professionally and personally evolve. Organizations that fail to address these expectations risk facing high turnover rates.

2.5 Work environment

In their seminal work, Ademola Adebayo Akinbami (2024), highlighted that a positive work environment characterized by ergonomic office designs, adequate lighting, and comfortable temperature controls can profoundly impact employee productivity and well-being. The tangibility of the environment, including the technologies and tools at an employee's disposal, can ease daily tasks, reduce stress, and encourage efficient and innovative working methods. However, the tangibles are just the tip of the iceberg. As Sardal & Eneberg (2023), elaborated, the intangible aspects of the work environment, especially the organizational culture and dynamics, are often the driving factors influencing retention. A culture that fosters respect, collaboration, transparency, and values diversity creates an inclusive environment where employees feel heard, understood, and valued. Such a culture not only enhances job satisfaction but also promotes a deep-seated loyalty toward the organization.

Furthermore, the significance of interpersonal relationships within the work environment cannot be overstated. Arata et al. (2023) emphasized the role of supportive supervisors and collegial peer relationships in fostering a sense of belonging. Employees thrive in environments with strong mentorship and opportunities for collaborative teamwork. Moreover, workplaces facilitating open communication and minimizing conflict are more likely to retain their talent pool. Modern perspectives on the work environment also focus on flexibility, especially during the global shifts toward remote working necessitated by events like the COVID-19 pandemic. Mujtaba & Lawrence (2024) examined how the possibility of flexible hours, telecommuting, and the blending of home and office environments are becoming crucial factors in employee retention strategies. A relaxed work environment that respects employees' needs and life circumstances resonates with today's workforce and amplifies their commitment.

2.6 Employee retention

Retaining employees is a necessary condition for the success of the organization. Otherwise, the organization cannot succeed in the long run (Nanjundeswaraswamy et al., 2020). Many researchers have defined employee retention. Employee retention can be seen as when Organizations encourage employees to stay in the workplace over a longer period (Bikefe & Daniel, 2022). Employee retention can also be defined as an organization's practices and policies Implemented to prevent employee turnover (Omeoga, 2023). It is worth noting that employee retention is one of the main challenges managers faces (Simmons, 2020). Therefore, organizations need to identify why employees decide to stay or leave the organization (ARUOREN & ECHEWA, 2023).

Researchers have found that the likelihood of employees staying in an organization depends on the compensation packages and incentives offered by the organization (Dogonyaro, 2021; Oduntan, 2020; Saedin et al., 2023). Employees dissatisfied with an organization's compensation package may leave the organization (Al-Suraihi et al., 2021). Researchers believe that, although compensation is an important aspect of employee retention, compensation may not be the most important factor affecting employees' retention intentions (Ametepe, George, & Adeku, 2023; Dogonyaro, 2021).

2.4 Theoretical foundation

Herzberg's two-factor theory

Herzberg's two-factor theory of motivation postulates that two categories of elements identified as hygiene factors and motivators have an impact on employees' levels of job satisfaction and dissatisfaction. Hygiene elements are fundamental requirements of the workplace, including pay and working environment which when remain unmet

lead to discontent. Simultaneously, motivators can be identified as factors that are intrinsic in nature and are also a contributor to job satisfaction regarding opportunities for growth and self-actualization (Alrawahi et al., 2020).

It can be expected that employee retention becomes a challenging aspect when the employees gain a feeling that their remuneration is not commensurate with that of educational qualification. As a result, they might decide to look for better alternatives. According to Sayedi & Sarkindaji (2022), the proliferation of new universities across Nigeria has also enhanced the opportunities for the employees in the universities to seek employment elsewhere.

Herzberg has identified that non-monetary factors also play an important role in regard to an employee's intention to retain in an organisation. According to Aguwamba & Augustine (2019), non-financial chances might include things like employment flexibility or freedom, recognition, responsibilities, the work environment, the connections that employees have with peers, supervisors, and subordinates, as well as virtual work privileges. As a result, whereas job freedom is related to non-financial possibilities, explanatory factors like work opportunities and job instability are related to financial opportunities.

2.5 Hypothesis formulation & research framework

2.5.1 Monetary factors and employee retention

A robust salary structure plays a pivotal role in ensuring that employees perceive their pay as both competitive and fair relative to the labor market and the internal value they bring to the organization. According to the Equity Theory proposed by Syed Muhammad Fazal-e-Hasan et al. (2022), employees continuously evaluate and compare their input-output ratio with that of their peers. When they perceive disparities, especially if they believe they are being undercompensated relative to their inputs, dissatisfaction ensues which might lead to turnover intentions.

Recognition and Awards have consistently been highlighted in literature as significant tools for fostering employee engagement and retention. The act of recognizing and valuing an employee's contribution to the organization often transcends tangible rewards and delves into the psychological realm, fostering a sense of belonging, accomplishment, and validation. In the educational realm, and more precisely in universities, the importance of recognition can't be overstated. Universities, by their nature, are built upon the foundations of knowledge and human potential, and thus, the contributions of their academic and administrative staff play a pivotal role in shaping the institution's repute and impact.

A broader perspective concluded that recognition plays an influential role in both job satisfaction and organizational commitment, both of which are precursors to enhanced retention. Employees who feel recognized are more likely to have an emotional attachment to their organization and thus less likely to seek opportunities elsewhere (Monday, 2020). Recognition can boost job satisfaction and potential retention, its impact can be significantly diminished in the presence of other demotivating factors like inadequate infrastructure, irregular salaries, or lack of opportunities for growth.

H1a: Salary structure has significant effect on employee retention in Nigerian private universities.

H1b: Benefits and packages have a significant effect on employee retention in Nigerian private universities.

H1c: Recognition and Awards have a significant effect on employee retention in Nigerian private universities.

2.5.2 Non-monetary factors and employee retention

Opportunities for Professional Development have been widely recognized as critical drivers of employee engagement and retention. The continuous enhancement of skills and competencies is vital for both academic and non-academic staff in universities. Ongoing training, workshops, and certifications can not only enhance individual capabilities but also contribute significantly to the university's overall academic and administrative excellence. In the Nigerian context, the importance of continuous staff development in universities, associating it with improved teaching, research, and service delivery. The provision of professional development opportunities not only enhances skills but also provides a sense of value and growth to employees, which translates into greater job satisfaction and reduced attrition.

Continuous professional development is crucial in retaining employees in an ever-evolving educational landscape. By addressing this hypothesis, the study aims to establish a concrete relationship between professional development opportunities and employee retention in Nigerian private universities, offering a roadmap for institutions to maintain and grow their academic prowess.

Work Environment encompasses multiple facets, from the physical infrastructure and tools to interpersonal relationships and the organization's cultural milieu. A conducive and positive work environment has been consistently linked to increased job satisfaction and retention.

In Nigerian universities, a significant relationship between work environment and job satisfaction among university teachers exists. Factors such as adequate infrastructure, collegial relationships, and organizational culture were deemed pivotal. Given the significant relationship between the work environment and job satisfaction in academic settings, examining this correlation with employee retention becomes vital. Through this hypothesis, the study aims to provide actionable insights into how Nigerian private universities can optimize their environments to foster higher retention rates.

H2a: Opportunities for professional development within the organization have a significant impact on employee retention.

H2b: The quality of the work environment significantly influences employee retention.

2.4 Literature Gap

The existing literature on employee retention and job stress reveals several gaps that warrant further exploration. While studies like Wahab et al. (2024) have delved into the relationship between retention strategies, salary increments, and job stress, they predominantly focused on monetary aspects without a comprehensive examination of non-monetary rewards. Methodologically, most studies, including those by Timsina (2024), have employed quantitative approaches, often overlooking qualitative insights that could provide a deeper understanding of the nuanced impacts of rewards on employee retention and stress. Geographically, research like that of Dube (2021), has been confined to specific sectors or regions, such as sales professionals or hotel employees, indicating a location and environmental gap.

There is a need to extend this research to diverse sectors and geographical locations to understand the universality or specificity of these findings. Furthermore, studies such as Jacquet et al. (2022) investigation into the pesticide sector and Chung et al. (2021) focus on frontline hotel employees have not fully integrated the interplay between various stressors, rewards, and retention.
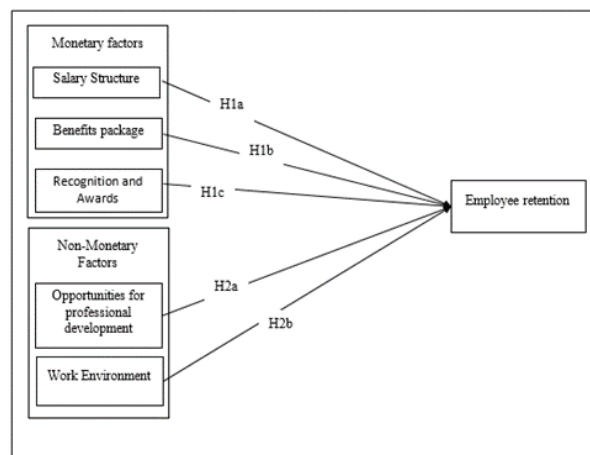
2.5 Research Framework

Fig. 1. Conceptual framework

3. Methodology

In the realm of research, a design functions as a fundamental blueprint, guiding the processes of data collection, measurement, and subsequent analysis. Within the context of the current research, which delves into the multifaceted domain of employee retention in Nigerian private universities, a quantitative research design emerged as the method of choice. Specifically, the study leaned towards a cross-sectional survey design. This choice was anchored for several compelling reasons. The inherent quantitative characteristic of cross-sectional data facilitates compatibility with a diverse array of statistical analyses, empowering researchers to deploy descriptive statistics for an overarching view, while also delving into inferential statistics for hypothesis testing (Al-Tarawneh, 2023). To fortify the study's robustness and to safeguard against potential pitfalls like biases and confounding variables, meticulous planning was indispensable. The judicious choice of cross-sectional survey design, augmented by the use of meticulously crafted questionnaires, not only assures the procurement of pertinent, data-driven revelations but also lays a solid foundation for prospective research endeavors or comparative explorations in the dynamic sphere of employee retention.

3.1 Population and Sampling

The National Universities Commission (NUC) in Nigeria, as of the latest data, reports approximately 79 private universities in the country. The study's scope, whether it encompasses all these universities or a selected few, significantly determines the population size. This research aims to include all 79 private universities, the population would be the total number of employees across all these institutions (Sasu, 2023). With an average staff strength of around 200 employees per university, which includes both academic and non-academic staff, the estimated total population for this extensive study would be approximately 11,100 employees. This clarification is crucial as it lays the foundation for sampling and ensures that the research findings are representative of the group under study. Whether considering all private universities or a select few, the population should accurately reflect the total number of employees from the universities included in the study. This figure will provide a comprehensive base from which a representative sample can be drawn to assess the various factors influencing employee retention in Nigerian private universities.

In this study on employee retention in Nigerian private universities, the chosen unit of analysis is the individual employee. The study's quantitative design allows aggregation of individual responses, enabling pattern discernment and robust statistical analysis. Additionally, this focus allows an assessment of the role of interpersonal dynamics, like peer and supervisor relationships, in influencing retention decisions.

3.2 Sample Size and Selection

In the context of this study on employee retention in Nigerian private universities, considering the expansive population base, employing a sampling technique is both practical and efficient. In this study focused on employee retention in Nigerian private universities, the stratified random sampling method was selected due to the inherent diversity and heterogeneity of the university staff (Iliyasu & Etikan, 2021). This sampling technique divides the population into distinct subgroups or strata based on certain criteria, ensuring that each subgroup is adequately represented in the sample.

Considering the population of 11,100 employees, the recommended sample size, as calculated using Krejcie and Morgan standard table, is approximately 375 employees. However, for this study, 392 employees have been selected as the final sample, since 375 is the minimum sample requirement.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

Fig. 2. Krejcie and Morgan Table (Rehman, 2021)

3.3 Data Collection

The methodological rigor of a study is greatly influenced by the chosen data collection method, ensuring both its validity and reliability. In the context of exploring employee retention within Nigerian private universities, the primary instrument for data collection was a meticulously structured questionnaire.

The design of the questionnaire was bifurcated into closed-ended and a select number of open-ended questions (Wu, Zhao & Fils-Aime, 2022). Predominantly, closed-ended questions utilizing Likert scales were used, gauging the attitudes, perceptions, and preferences of respondents concerning employee retention determinants. Conversely, the open-ended items were designed to capture richer, qualitative insights, giving respondents the latitude to detail their experiences and proffer suggestions.

As the data trickled in, a systematic logging protocol was adhered to, funnelling the data into a fortified database (Gharamti et al., 2021). A salient feature of this phase was the emphasis on data integrity, marked by a rigorous effort to stave off missing data, buoyed by the integration of mandatory response fields for pivotal questions. Opting for a questionnaire as the data collection conduit came with a spate of benefits. Chief among these was efficiency, given the tool's ability to garner concurrent responses from a multitude of respondents. This approach also bequeathed consistency, as every respondent grappled with an identical set of questions, thereby sidelining potential interviewer-induced biases. Moreover, the cloak of anonymity it provided was instrumental in eliciting frank, unvarnished feedback, especially pertinent given the sensitive ambit of topics like job satisfaction and retention.

3.4 Measurement Items

The process of crafting a robust, valid, and reliable research instrument is paramount in empirical studies. The instrument serves as the bridge between the research objectives and the data required to achieve those objectives. Ensuring its accuracy, clarity, and relevance is crucial for the quality of the results. Within the context of our investigation into employee retention in Nigerian private universities, the instrument of choice was a structured questionnaire. This section delves into the meticulous process and methodologies employed in its development, highlighting the importance of grounding each stage in scholarly standards and the specific needs of the research population. From the initial literature review to the final refinements post-feedback, every step underpins the quest for empirical rigor and validity.

After collecting respondents' questionnaires, the collected data will be input into the Social Science Statistical Software Package ('SPSS') software for further analysis. The data will be validated first, and the results generated by the SPSS software will eventually be used to test the hypotheses presented in the previous section to find out the correlation between test variables (Fayaz et al., 2022). After the results generated by the SPSS software, some major analyses will be performed, such as descriptive analysis, statistical distribution, effectiveness testing, reliability testing, and regression analysis. To detect multicollinearity, a variable expansion factor ("VIF") will be used. Trending and dispersive measures such as averages, ranges, variances, standard deviations, maximum and minimum values, ranges and standard errors, and distribution of variables will be performed. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group will be performed. Multiple Regression Analysis will be used in this study to examine the relationship between independent variables and dependent variables.

4. Data Analysis and Results

This chapter provides a concise overview of the data analysis procedures used in the study. It begins with the data collection process, followed by data cleaning and preparation. The demographic profile of the respondents is then presented, offering context for the analysis. The reliability of the collected data is analysed as well. Hypothesis testing concludes the chapter, addressing the research objectives.

4.1 Demographic Data

It provides demographic and employment profiles for a group differentiated by their gender, age, marital status, education, years of service, employment type and salary. Number of males: 47.7% (187), number of females: 52.3% (205). Most fall in the 35–44 years age group (34.9%) followed by 45–54 years (30.1%). Younger respondents (below 25 years and 25–34 years) together form 19.6%, while those 55 years and above account for 9.9%.

Of the respondents, 41.0% are divorced, 27.0% are married and 15.3% are single. 9.9 percent are widowed and 7.7 percent preferring not to disclose. 44.9% of respondents have doctorate degrees; 23% master's and bachelor's degree holders; and 18.4% who only have a bachelor's degree. There are 13.8% respondents with the 'other' educational qualifications. 47.20% have 5–9 years of experience, while 19.90% have 10–14 years.

Table 1
Demographic Analysis

		Count	Column N %
Gender	Male	187	47.7%
	Female	205	52.3%
Age	Below 25 years	28	7.1%
	25 to 34 years	49	12.5%
	35 to 44 years	137	34.9%
	45 to 54 years	118	30.1%
	55 years and above	39	9.9%
	Prefer not to say	21	5.4%
Marital Status	Single	60	15.3%
	Married	106	27.0%
	Divorced	157	40.1%
	Widowed	39	9.9%
	Prefer not to say	30	7.7%
Education	Bachelor's degree	72	18.4%
	Master's degree	90	23.0%
	Doctorate	176	44.9%
	Other	54	13.8%

Years of Service	Less than 1 year	45	11.5%
	1 to 4 years	61	15.6%
	5 to 9 years	185	47.2%
	10 to 14 years	78	19.9%
	15 years and above	23	5.9%
Employment	Full-time	35	8.9%
	Part-time	134	34.2%
	Contractual	116	29.6%
	Temporary	107	27.3%
Salary	Below ₦50,000	51	13.0%
	₦50,000 to ₦100,000	80	20.4%
	₦100,001 to ₦200,000	167	42.6%
	Above ₦200,000	67	17.1%
	Prefer not to disclose	27	6.9%

11.5% of employees have been employed for less than a year and 5.9% are employed for more than 15 years. The largest group of workers are part time employees (34.2%) while contractual workers are for 29.6% and temporary workers account for 27.3% prior to full time employees who make up just 8.9%. The majority earn ₦100,001–₦200,000 (42.6%), followed by ₦50,000–₦100,000 (20.4%). Fewer have salaries ranging between ₦50,000 and ₦200,000 (13%); 17.1% earn above ₦200,000, and 6.9% do not declare a salary. Looking at this data overall gives us a an overall understanding of the demographics and the varied employment conditions with some other aspects age groups, advanced education levels and employment experience.

4.2 Reliability

The reliability statistics provided above are for the internal consistency of a scale/view of sixi) items. Cronbach's Alpha is an indication of how well these items are reflecting the construct being measure. With a Cronbach's Alpha value of 0.969, the items measure the same underlying construct with a very high level of reliability.

The Cronbach's Alpha Based on Standardized Items value of 0.971 indicates that such a high level of reliability is also obtained when item responses are standardized against potential variations in scale of distribution. In addition, the N of Items (6) indicates that the calculation is based on a six-item scale.

Practically, this translates to the instrument being reliable for research or practical use, with values far above the commonly accepted cut off 0.7. While alpha values too large may signal redundancy amongst items, the items can be reviewed in relation to removal for optimization.

Table 2

Reliability Analysis

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.969	.971	6

4.3 Multicollinearity

The results of a multiple regression analysis based on a dependent variable, and the relationship of several independent variables (SS, BP, RA, OPD, WE) to this dependent variable are shown in this table. It provides an interpretation of key components as shown below. In other words, k when all x = 0. This is not significant statistically (p = .065). A unit increase in SS results in a 0.427 unit increase of dependent variable. This is a significant effect (p < .001).

A unit increase in BP leads to a 0.034 unit increase in the dependent variable. This is statistically significant (p.010). Effect of RA on response is only minimal (0.016, not significant, p= .264). Regrettably it appears that OPD has the highest effect – it produces a 0.537 unit increase in the dependent variable per 1 unit increment. The impact of WE is small and insignificant (p = .129). Comparison of variable importance can be made on these values. SS (.425) is followed by OPD (.532).

WE (-.007) and RA (.017) contribute minimally. If Tolerance values are less than say 0.1 or VIF greater than 10, say (SS, RA, OPD), these will diagnose multicollinearity, and potential multicollinearity can even affect model stability. BP, SS, and OPD (p < .05) are significant predictors which contribute to the dependent variable definitely. Overall, OPD provides the higher positive influence to the model, but multicollinearity issues may exist to achieve precise accuracy of the model.

Table 3

Multicollinearity Analysis

		Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.024	.013		-1.852	.065		
	SS	.427	.027	.425	15.602	.000	.018	54.315
	BP	.034	.013	.033	2.596	.010	.084	11.940
	RA	.016	.015	.017	1.120	.264	.061	16.284
	OPD	.537	.025	.532	21.140	.000	.022	46.487
	WE	-.007	.004	-.007	-1.520	.129	.604	1.656
a. Dependent Variable: ER								

4.4 Multiple Regression

Multiple regression is conducted to understand the relationships between different variable constructs that are developed for a study. This test tries to find the value of a significant value which must be in the range of below 0.05 for being desirable. This test ensures that the hypotheses developed for a study can be tested based on the understanding of the relationships between the variable constructs. The following table shows the significant values for the relationships between each of the independent variables and the dependent variables.

Table 4

Multiple Linear Regression

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.024	.013		-1.852	.065	-.049	.001
	SS	.427	.027	.425	15.602	.000	.373	.481
	BP	.034	.013	.033	2.596	.010	.008	.059
	RA	.016	.015	.017	1.120	.264	-.012	.045
	OPD	.537	.025	.532	21.140	.000	.487	.587
	WE	-.007	.004	-.007	-1.520	.129	-.015	.002
a. Dependent Variable: ER								

As per the above table for the first independent variable (Salary structure) and its relationship with the dependent variable (employee retention), the significance value calculated for this test is equal to 0.000 which is lower than 0.005. This indicates that there is a significant relationship between these two variables. Furthermore, for the next independent variable (Benefit Package), the calculated significance value is again less than 0.05 which shows a significant impact of this variable on the dependent variable of the study. On the contrary, for the next independent variable (Recognition and awards), the calculated significance value in this test is 0.254 which is greater than 0.005 making the relationship between this independent variable and the dependent variable insignificant. For the next independent variable (Opportunities of Development), the calculated significant value is .000 which is again in the desirable range making the relationship between this variable and the dependent variable being significant for the study. Lastly, for the next independent variable (work environment), the result of multiple regression analysis suggests that the significance value is 0.129 which is greater than 0.05 making this relationship insignificant for the study.

4.5 Hypothesis testing

Hypothesis testing is the most crucial test for any quantitative study such as the present study here. This test is conducted to determine whether the relationships between the different developed variable constructs for the study are supported or not. This test is deducted based on the results of the multiple regression analysis. The following table shows the results of the hypothesis testing for the current study.

Table 5

Hypothesis testing

Hypothesis	Status
H1a: Salary structure has significant effect on employee retention in Nigerian private universities.	Supported
H1b: Benefits and packages have a significant effect on employee retention in Nigerian private universities.	Supported
H1c: Recognition and Awards have a significant effect on employee retention in Nigerian private universities.	Not supported
H2a: Opportunities for professional development within the organization have a significant impact on employee retention.	Supported

H2b: The quality of the work environment significantly influences employee retention.	Not supported

The above table firstly shows that the first hypothesis (H1a) related to the relationship between salary structure and employee retention is supported for the current study. This implies that with changes in the independent variable salary structure, there will be significant changes in employee retention rates as well. Furthermore, similar results can be seen for the next variable indicating that benefits and packages have a significant impact on employee retention in Nigerian private universities. This indicates further that with the rise in benefits and packages in these universities, the employee retention rates also rise. Regarding the next hypothesis (H1c), the results of the multiple regression analysis have suggested that the relationship is not supported which declines the support for this hypothesis developed for the current study. This means that, as per the data collected for the current study, Recognition and Awards do not impact employee retention in Nigerian private universities. Moving onto the next hypothesis of the study (H2a), it is evident that this is supported based on the calculations of the multiple regression analysis. This means that opportunities for professional development can have a significant impact on employee retention. This further means that with greater opportunities for professional development, employees of the Nigerian universities are more confident to work in their job roles and retain the same job for a longer time as well. Lastly, for the final hypothesis developed for the current study, it is evidently seen that quality of work environment may not have a significant relationship with employee retention for the Nigerian universities. This means that with any change in the work environment for the employees in the Nigerian universities there will not be any changes in the employee retention rates of the same universities.

5. Discussion

5.1 Findings of the Study

The findings have firstly shown that the research question related to the impact of salary structure on employee retention in Nigerian universities can be answered positively indicating a positive relationship between these two variables of the study. Henderson (2023) has also mentioned that with a rise in the salary payment for the university staff, they are more motivated to stick to the same job leading to greater employee retention. Furthermore, the findings in the above section have also indicated that Benefits and packages also have significant relationship with employee retention in Nigerian private universities. It was also seen in the study by Luna (2024) that with proper benefits and packages available for the employees of private universities, the employees refuse to leave their jobs which leads to greater retention in the same job roles. For the next research question related to the impact of recognition and awards on employee retention in Nigerian private universities, the findings have suggested that this impact does not really exist. Elrayah & Semlali (2023) had discussed the contrary that recognition given at right intervals motivates the employees and retain them in their jobs more too.

The research objectives are to examine factors affecting employee retention in Nigerian private universities (Ademola Adebayo Akinbami, 2024). The key finding is the opportunity for professional development has an impact on employee retention (Su et al., 2023). This variable was positively related to staff commitment and negative related to turnover intentions, consistent with prior theories of employee satisfaction and retention. Finally, this did not support the findings regarding remuneration and the work environment. The results indicate that these factors are important but not critical factors to employee retention in this context. Such could suggest a special organizational and cultural trait of Nigerian private universities.

5.2 Implications of the Study

The theoretical, practical, and methodological implications of a study on the influences of monetary and non-monetary determinants on employee retention within Nigerian private universities are multifaceted and significant. The study does, however, also highlight the consequences of non-financial components in recommending long-term employee loyalty and satisfaction.

5.2.1 Theoretical Implications

The theoretical implications of the study on employee retention in Nigerian private universities are profound, particularly as they contribute to the refinement and expansion of established motivational theories in a novel context. The study's findings offer a nuanced understanding of Herzberg's Two-Factor Theory within the Nigerian higher education sector. Herzberg's theory posits that certain factors in the workplace lead to job satisfaction (motivators), while a separate set of factors cause dissatisfaction (hygiene factors). The current research underscores the significance of 'hygiene' factors such as salary structure and benefits packages, which are essential to prevent dissatisfaction and turnover. However, it also highlights the role of 'motivators' like recognition and professional development opportunities in fostering satisfaction and retention, suggesting that both sets of factors are critical in the Nigerian academic environment.

5.2.2 Practical Implications

The practical implications of this study are particularly relevant for human resource management and policy formulation within Nigerian private universities. The evidence presented underscores the need for a multifaceted approach to employee retention that goes beyond financial incentives. For university administrators and policymakers, the findings suggest that a strategic blend of competitive salary structures and robust benefits packages is essential to address the basic needs of academic staff and prevent dissatisfaction.

Moreover, the study highlights the significance of fostering a positive work environment through recognition and awards, which serve as critical non-monetary incentives. These findings advocate for the implementation of formal recognition programs that acknowledge the achievements and contributions of staff, thereby enhancing their sense of value and belonging within the institution. Such programs should be transparent, equitable, and aligned with the university's strategic objectives to ensure they effectively contribute to employee retention.

5.2 Limitations and future studies

The study has significant limitations that can affect the findings of the study. There are significant limitations in terms of the methodological aspects, since the study has considered only a cross sectional and quantitative approach. This reduces the efficiency of the results that can be generated. It is not possible to generate in-depth information on how monetary and non-monetary factors can affect the findings of the study. Additionally, the study has focused mainly on the private universities in Nigeria, reducing the generalisability of the findings towards public universities.

Firstly, future research could explore longitudinal studies to assess the long-term impact of monetary and non-monetary factors on employee retention. Longitudinal data would allow researchers to observe changes over time and provide a more dynamic understanding of how retention strategies affect staff turnover.

Secondly, qualitative research methods, with their emphasis on exploring the depth and complexity of human experiences, can provide invaluable insights into the subjective dimensions of employee retention that quantitative methods might overlook.

Thirdly, comparative studies between public and private universities in Nigeria could shed light on the differences and similarities in retention strategies and their effectiveness. Such comparisons could inform policy at both institutional and national levels, potentially leading to improvements in HR practices across the higher education sector. Additionally, it would be beneficial to investigate the role of leadership styles and organizational culture in employee retention.

Finally, future research could also consider the impact of emerging trends such as remote work, digitalization, and the gig economy on employee retention in the academic sector. As the nature of work continues to evolve, it is crucial to understand how these trends will affect the expectations and experiences of university staff and how institutions can adapt their retention strategies accordingly.

6. Conclusion

In conclusion, this research has provided a comprehensive analysis of the factors influencing employee retention in Nigerian private universities, with a focus on both monetary and non-monetary determinants. The study's findings reveal that salary structure, benefits package, recognition and awards, opportunities for professional development, play significant roles in the retention of academic staff. These results underscore the multifaceted nature of employee retention and the need for a holistic approach to human resource management within the higher education sector.

The strategic implications of this study for Nigerian private universities cannot be overstated. In a landscape marked by intense competition for academic talent, the ability to retain skilled staff is paramount. The research provides a clear indication that salary alone is not the panacea for turnover issues; rather, a multifaceted approach is required. This approach should integrate competitive financial remuneration with a suite of non-monetary benefits that address the holistic needs of the academic staff. Recognition and awards, for instance, fulfil the intrinsic motivational needs as outlined in Herzberg's Two-Factor Theory, which posits that beyond the hygiene factors such as salary, it is the motivators like recognition that truly propel job satisfaction and retention.

References

Abubakar, B., Oluwade, D. O., & Ibrahim, U. A. (2022). Evaluating the Effects of Human Capital Development on Employee Retention in Nigerian Universities. Journal of Human Resource and Sustainability Studies, 10(3), 617–651. https://doi.org/10.4236/jhrss.2022.103037

Ademola Adebayo Akinbami. (2024). Integrating Natural Light for Wellbeing, Performance, and Quality Care Delivery in Healthcare Environments. PEARL. https://pearl.plymouth.ac.uk/foahb-theses-other/272/

Adenle, Y. A., Chan, E. H. W., Sun, Y., & Chau, C. K. (2020). Assessing the relative importance of sustainability indicators for smart campuses: A case of higher education institutions in Nigeria. Environmental and Sustainability Indicators, 9, 100092–100092. https://doi.org/10.1016/j.indic.2020.100092

Adisa, T. A., Antonacopoulou, E., Beauregard, T. A., Dickmann, M., & Adekoya, O. D. (2022). Exploring the Impact of COVID-19 on Employees' Boundary Management and Work–Life Balance. British Journal of Management, https://doi.org/10.1111/1467-8551.12643

Aguwamba, S., & Augustine, M. O. (2019). The Influence of Non-Monetary Factors on Employee's Satisfaction and Retention in Nigeria Organisations. https://saudijournals.com/media/articles/SJBMS_43_276-282.pdf

Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. Heliyon. https://www.cell.com/heliyon/pdf/S2405-8440(20)31672-8.pdf

Al-Tarawneh, T. (2023). A statistical approach to designing and conducting studies in translation studies (TS). J. Stat. Appl. Probab, 12, 1581-1589. http://dx.doi.org/10.18576/jsap/12S114

Arata, S., Masaki Sugiuchi, Toshiharu Ikaga, Shiraishi, Y., Hayashi, T., Ando, S., & Shun Kawakubo. (2023). Economic benefits of the effects of office environment on perceived work efficiency and presenteeism. Building and Environment, https://doi.org/10.1016/j.buildenv.2023.110712

Aruoren, E. E., & Echewa, O. B. (2023). Employee Training, Development, and Empowerment as predictor of Employee Retention in Consumer Goods Companies in Nigeria. https://www.researchgate.net/profile/Emmanuel-Aruoren-2/publication/375717873_Employee_Training_Development_and_Empowerment_as_predictor_of_Employee_Retention_in_Consumer_Goods_Companies_in_Nigeria/links/6557cf9dce88b87031f176c4/Employee-Training-Development-and-Empowerment-as-predictor-of-Employee-Retention-in-Consumer-Goods-Companies-in-Nigeria.pdf

Bikefe, G. G., & Daniel, C. O. (2022). Employee Retention Practices and the Performance of Small and Medium Enterprises (SMEs) in Nigeria. WSEAS Transactions on Business Economics Culture, 9, 1493-1506. https://wseas.com/journals/bae/2022/c705107-1723.pdf

Blain, B., & Sharot, T. (2021). Intrinsic reward: potential cognitive and neural mechanisms. *Current Opinion in Behavioral Sciences*, *39*, 113-118. https://doi.org/10.1016/j.cobeha.2021.03.008

Chung, H., Quan, W., Koo, B., Ariza-Montes, A., Vega-Muñoz, A., Giorgi, G., & Han, H. (2021). A threat of customer incivility and job stress to hotel employee retention: do supervisor and co-worker supports reduce turnover rates? International Journal of Environmental Research Public Health, 18(12), 6616. https://www.mdpi.com/1660-4601/18/12/6616

Chung, H., Quan, W., Koo, B., Ariza-Montes, A., Vega-Muñoz, A., Giorgi, G., & Han, H. (2021). A Threat of Customer Incivility and Job Stress to Hotel Employee Retention: Do Supervisor and Co-Worker Supports Reduce Turnover Rates? International Journal of Environmental Research and Public Health, 18(12), 6616–6616. https://doi.org/10.3390/ijerph18126616

Dogonyaro, H. (2021). Employee Retention Strategy in the Hospitality Industry. Walden University, https://search.proquest.com/openview/1dfca4cb7fff20c521ec49812f12d371/1?pq-origsite=gscholar&cbl=18750&diss=y

Dube, K. (2021). Sustainable Development Goals Localisation in the Hospitality Sector in Botswana and Zimbabwe. Sustainability, https://doi.org/10.3390/su13158457

Elrayah, M., & Semlali, Y. (2023). Sustainable total reward strategies for talented employees' sustainable performance, satisfaction, and motivation: Evidence from the educational sector. *Sustainability*, *15*(2), 1605. https://doi.org/10.3390/su15021605

Fayaz, M., Meraj, G., Khader, S. A., & Farooq, M. (2022). ARIMA and SPSS statistics based assessment of landslide occurrence in western Himalayas. *Environmental Challenges*, *9*, 100624. https://doi.org/10.1016/j.envc.2022.100624

Folorunso, A. (2024). Cybersecurity And Its Global Applicability to Decision Making: A Comprehensive Approach in The University System. https://doi.org/10.2139/ssrn.4955601

Gharamti, A., Samara, O., Monzon, A., Scherger, S., DeSanto, K., Sillau, S., ... & Shapiro, L. (2021). Association between cytokine levels, sepsis severity and clinical outcomes in sepsis: a quantitative systematic review protocol. *BMJ open*, *11*(8), e048476. https://doi.org/10.1136/bmjopen-2020-048476

Haruna, Dr. A., & Pongri, Dr. J. (2024). Impact of Work Environment on Job Satisfaction and Employee Performance in Selected State Universities in North East, Nigeria. http://www.hummingbirdjournals.com/

Henderson, P., Li, X., Jurafsky, D., Hashimoto, T., Lemley, M. A., & Liang, P. (2023). Foundation Models and Fair Use. Journal of Machine Learning Research, https://www.jmlr.org/papers/v24/23-0569.html

Henderson, T. (2023). Disentangling the normative justification of basic income from the structure of the capitalist wage relation and the culture of the work ethic. Journal of Sociology. https://doi.org/10.1177/14407833231196937

Horta, H. (2023). Emerging and Near Future Challenges of Higher Education in East Asia. Asian Economic Policy Review. https://doi.org/10.1111/aepr.12416

Iliyasu, R., & Etikan, I. (2021). Comparison of quota sampling and stratified random sampling. Biom. Biostat. Int. J. Rev, 10(1), 24-27.https://www.academia.edu/download/85176951/BBIJ-10-00326.pdf

Jacquet, F., Jeuffroy, M.-H., Jouan, J., Le Cadre, E., Litrico, I., Malausa, T., Reboud, X., & Huyghe, C. (2022). Pesticide-free agriculture as a new paradigm for research. Agronomy for Sustainable Development, https://doi.org/10.1007/s13593-021-00742-8

Lenz, A., Steinebach, Y., & Casula, M. (2024). Mapping bureaucratic overload: Dynamics and drivers in media coverage across three European countries. Regulation & Governance. https://doi.org/10.1111/rego.12606

Luna, M. (2024). Redefining Tomorrow: A Comprehensive Analysis of AI's Impact on Employment and Identity. Unive.it. http://hdl.handle.net/10579/26098

Lytras, M. D., Serban, A. C., Jesus, M., Stamatios Ntanos, & Akila Sarirete. (2022). Translating knowledge into innovation capability: An exploratory study investigating the perceptions on distance learning in higher education during the COVID-19 pandemic - the case of Mexico. Journal of Innovation & Knowledge, https://doi.org/10.1016/j.jik.2022.100258

Mujtaba, B. G., & Lawrence, E. T. (2024). Workplaces of Today and Tomorrow to Attract and Retain Top Talent: Challenges and Opportunities with Remote / Hybrid Practices. SocioEconomic Challenges, 8(2), 12–30. https://doi.org/10.21272/sec.8(2).12-30.2024

Mustard, C. A., & Basak Yanar. (2022). Estimating the financial benefits of employers' occupational health and safety expenditures. Safety Science, 159, 106008–106008. https://doi.org/10.1016/j.ssci.2022.106008

Nanjundeswaraswamy, T., Sanjana, C., & Kavya, M. (2020). Employee retention in manufacturing units. Proceedings on Engineering, 2(1), 3-12. https://www.researchgate.net/profile/Dr-Nanjundeswaraswamy-2/publication/339919080_HUMAN_GOVERNANCE_FOR_EXCELLENT_ORGANIZATIONS/links/5f5842d9 299bf13a31ad8bb4/HUMAN-GOVERNANCE-FOR-EXCELLENT-ORGANIZATIONS.pdf

Oduntan, O. M. (2020). Employee Retention Rate: The Impact of Human Resource Planning (Case Study of Shell Petroleum Development, Nigeria). Dublin, National College of Ireland, https://norma.ncirl.ie/4622/1/oluwafadekemimargaretoduntan.pdf

Ogunode, N. J., Akinjobi, F. N., & Musa, A. (2022). Analysis of factors responsible for Nigerians' patronizing of foreign higher education. European Multidisciplinary Journal of Modern Science, 6, 19-29. https://www.researchgate.net/profile/Funmilola-Akinjobi/publication/363567017 .pdf

Omeoga, I. N. (2023). Employee Retention Strategies in Selected Small and Medium Enterprises in Nigeria. Walden University,https://search.proquest.com/openview/eef93bb88c1c3fe1db9e8b1f50ebe4ea/1?pq-origsite=gscholar&cbl=18750&diss=y

Owusu, D. (2021). Occupational stress, burnout, job dissatisfaction and Turnover intentions among senior high school Teachers in cape coast metropolis, Ghana. Ucc.edu.gh. http://hdl.handle.net/123456789/6290

Pasique, D. A., & Maguate, G. (2023, November 17). Challenges And Opportunities Among Educators in The Implementation of Continuing Professional Development. Ssrn.com. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4636770

Saedin, A., Bakar, S. M. S. A., Dzulkalnine, N., Saad, A., Singh, H., & Shukur, S. A. M. (2023). Employee Retention in Pharmaceutical Companies in Malaysia. Information Management Business Review, 15(3 (SI)), 410-417.https://ojs.amhinternational.com/index.php/imbr/article/view/3497

Sardal, J., & Eneberg, L. (2023). Work hard, play hard : A qualitative study about how playful office design affects employees' well-being. DIVA. https://www.diva-portal.org/smash/record.jsf?pid=diva2%3A1737909&dswid=-5949

Sasu , D. D. (2023, December 21). Topic: Universities in Nigeria. Statista. https://www.statista.com/topics/8520/university-in-nigeria/

Sayedi, S. N., & Sarkindaji, B. D. (2022). Monetary and Non-Monetary Opportunities as Determinants of Turnover Intention Among Academic Staff in IBB University. African Journal of Management Research. https://dx.doi.org/10.4314/aj

Selemani, S. (2023). *Assessment of the Influence of Motivation System in Employee Retention in Tanzania* (Doctoral dissertation, Institute of Accountancy Arusha (IAA)). http://dspace.iaa.ac.tz:8080/xmlui/handle/123456789/2381

Simmons, M. L. (2020). Employee retention strategies in US college and universities (Doctoral dissertation, Walden University).https://search.proquest.com/openview/b6491ac7f5115131780a81984d515c9b/1?pq-origsite=gscholar&cbl=51922&diss=y

St-Denis, X. (2023). Worker Capture in the Precarious Work Era: Reducing Turnover without Employee Commitment and Job Security. Relations Industrielles, https://doi.org/10.7202/1111510ar

Su, Y. R., Siti Musarokah, & Novita Eka Tristiana. (2023). Bridging the Challenges and Opportunities of EFL Teachers' Professional Development through Digital Competencies. English Language Education Journal (ELEJ), https://jurnal.unikastpaulus.ac.id/index.php/elej/article/view/1657

Syed Muhammad Fazal-e-Hasan, Ahmadi, H., Sekhon, H., Mortimer, G., Sadiq, M., Husni Kharouf, & Abid, M. (2022). The role of green innovation and hope in employee retention. Business Strategy and the Environment, 32(1), 220–239. https://doi.org/10.1002/bse.3126

Teessar, J. (2024). Ethics in Science: Foundations, Contemporary Challenges, and Future Directions Munich Personal RePEc Archive. Uni-Muenchen.de. https://mpra.ub.uni-muenchen.de/122926/1/MPRA_paper_122926.pdf

Timsina, S. (2024). Employee Turnover and Engagement Programs for Retention. Theseus.fi. http://www.theseus.fi/handle/10024/851623

Úbeda-García, M., Marco-Lajara, B., Zaragoza-Sáez, P. C., Manresa-Marhuenda, E., & Poveda-Pareja, E. (2022). Green ambidexterity and environmental performance: The role of green human resources. *Corporate Social Responsibility and Environmental Management*, *29*(1), 32-45. https://doi.org/10.1002/csr.2171

Urme, U. N., & Zaman, S. (2019). Impact of Work Flexibility, Salary, Reward and Incentive as Retention Strategies Depending on Faculty Gender and Position in the Private Universities of Bangladesh. DOI: 10.7176/EJBM/11-32-08

Wahab, N. A., Begum, U., None Pabbathi Nandini, None Padisala Sowjanya, None Pagadala Harshavardhini, & None Pallewari Nithya. (2024). A Study of Employee Satisfaction with a Focus on Employee Incentives. Deleted Journal, 2(04), 866–875. https://doi.org/10.47392/irjaem.2024.0116

Walid Abdullah Al-Suraihi, Siti Aida Samikon, Al-Hussain Abdullah Al-Suraihi, & Ibrahim, I. (2021). Employee Turnover: Causes, Importance and Retention Strategies. European Journal of Business Management and Research, 6(3), 1–10. https://doi.org/10.24018/ejbmr.2021.6.3.893

Wu, M. J., Zhao, K., & Fils-Aime, F. (2022). Response rates of online surveys in published research: A meta-analysis. *Computers in Human Behavior Reports*, *7*, 100206. https://doi.org/10.1016/j.chbr.2022.100206