

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON FACULTY
TURNOVER INTENTIONS IN SELECTED PRIVATE UNIVERSITIES IN IBADAN, OYO
STATE, NIGERIA.**

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ABSTRACT

The study investigated the influence of Human Resource Management Practices on Faculty turnover Intention in selected Private Universities in Ibadan, Oyo State. A total of 138 faculty members took part in the study as respondents in which 60(43.5%) were male while 78(56.5%) were female. Questionnaire was used for data collection in the study. Collected data were analyzed using both Descriptive and Inferential statistics. The findings revealed that recruitment and selection significantly influenced faculty turnover intention in Private Universities in Ibadan. Training significantly influenced faculty turnover intentions in Private Universities in Ibadan; Career management significantly influenced faculty turnover intentions in Private Universities, Performance Management significantly influenced faculty turnover intentions in private universities in Ibadan; Compensation Design and Management significantly influenced faculty turnover intentions. It is concluded that Human Resource Management Practices significantly influenced faculty turnover intention in private universities in Ibadan. The paper then recommended that Human resource Management Practice should be given adequate and desired attention so as to reduce turnover. This could be achieved by regular promotion and setting clear-cut Human resource management practices path for faculty members.

Keywords: HRM Practices Training, Career Management, Recruitment and Selection, Compensation Design and Management, Performance Management, Faculty, Turnover Intention.

INTRODUCTION

Employee turnover is taken under consideration a big issue for several organizations, thus scholars view this phenomenon as a persistent problem for the organization (Ahmad & Omar, 2010). The detrimental effects of high turnover, especially when the high performing employees leave, on the organization are the foremost important concern for the organizational managers (Samuel & Chipunza, 2009). Excessive turnover is dangerous for the organizations, and it undermines the efficiency and productivity of the organization. Moreover, on some occasions, it threatens the organization's future survival (Brereton, Beach, & Cliff, 2003). Therefore, retention of top-performing employees has become a huge challenge for the employers (Samuel & Chipunza, 2009; Ovadje, 2009) because employers do not have anything much to undertake and do except the arrangement for hiring and training new employees once the worker has quitted as argued by Dalessio, Silverman, and Schuck (1986). It's generally believed that turnover intention precedes eventual turnover (Samuel & Chipunza, 2009).

In any economy where education is important, universities are said to be the fulcrum on which sustainable developmental indices revolve (Izuagbe, Hamzat, & Joseph, 2016). they provide not only the high-level skills necessary for the market but also the training essential for teachers, doctors, nurses, civil servants, engineers, humanists, entrepreneurs, scientists, social scientists, and a myriad of other personnel. It's these trained individuals who develop the capacity and analytical skills that drive local economies, support civil society, teach children, lead effective governments and make important decisions that affect the entire societies (Educational Pathways International, 2010). These universities are grouped into federal, state, and private in terms of ownership (National Universities Commission, 2019).

Private universities are higher institutions of learning established, funded, and managed by the private individuals or groups which are non-governmental. Conventionally, they're established to run undergraduate (first degrees) and postgraduate (higher degrees) programs respectively at different levels. A touch like other establishments, there's personnel working for the day to day actualization of universities' objectives, and this personnel is broadly classified into teaching and non-teaching (Izuagbe, Hamzat, and Joseph, 2016). The non-teaching personnel is that the category of staff saddled with the chief duties of the faculties. They're to provide technical duties to academic staff still as guidance to students from admission to graduating levels (Izuagbe, Hamzat, and Joseph, 2016). The teaching personnel is, on the other hand, remarked as lecturers. They constitute the school in higher institutions of learning with primary responsibilities of teaching, research, and community service (Hamzat, 2018). Lecturers also conduct research to contribute to the broader research activities of their department or institution (Izuagbe, Hamzat and Joseph, 2016). The facility of school members to remain in active service of a university system largely depend on certain factors like human resources practices of such institution (Singh, 2010).

It's globally acknowledged that one of the aims of Human Resource Management (HRM) practice is to push commitment that strengthens an individual's identification with, and involvement during a specific organization and particularly within the teaching workforce (Wachira, 2010). Human

resources is that the simplest resource within the organization and without human resource the organization isn't possible to realize success within the organization. The influence of human resource management (HRM) practices and policies on employee retention may be a crucial study within the fields of human resource management. Organizations have witnessed the importance of human resource management practices on employee retention (Singh, 2010).

According to Wright, Gardner, and Allen (2005), HRM practices are important pillars in building and maintaining trust in employees for they shape the use relationships between the worker and also the employer. Turnover has become a challenge for several organizations within the management of employees (Foon, Chee-Leong, & Osman, 2010). Price and Mueller (1981) grouped turnover into 2 categories namely; voluntary and involuntary turnover. The authors posit that voluntary turnover occurs when an employee willingly makes a personal decision to travel away a corporation, while involuntary turnover occurs when an employer decides to dismiss an employee from the organization (Price and Mueller, 1981).

Kaur, Mohindru, and Pankaj (2013) state that involuntary turnover has been argued to be generally good for an organizational interest while voluntary turnover is seen as destructive to organizational stability. variety of the reasons on why employees voluntarily leave organizations include; lack of job satisfaction, low satisfaction with an employer, low levels of promotion and growth opportunities, greener pastures in other organizations, resistance to organizational changes or restructuring among others (Kaur, Mohindru and Pankaj 2013).

Among all business resources (human, financial, material and information), human resource is that the foremost vital. If they're nurtured, cared for, and supported they go to supply valuable contribution to the enterprise (Akindele, 2007). This explains why companies of various size and scope invest lot of resources to make them efficient and effective for improved performance. However, private universities are finding it difficult today to retain their faculty staff, and this leaves a soaring experience which such universities must bear to look out a replacement (Akindele, 2007). As such, labour turnover issue has generated many debate within the literature for the past decades because of Psychological dimension on organizational significance and economic dimensions on nations (Long, Perumal and Ajagbe, 2012).

Several studies are conducted on the link between HRM practices and turnover intention of employees in organizations just like the banking sector, manufacturing industry with little or no effort directed towards this phenomenon in universities in particular private universities in southwest Nigeria. It's as a results of this that this study began to research the influence of HRM practices on turnover intention of school privately universities in Ibadan, Oyo state.

Statement of the Problem

Turnover intention is usually a typical phenomenon among faculty staff privately universities in Nigeria largely because of unfriendly and unfavorable human resource management practices which are often associated with private universities (Akinsolu, 2010). Several authors have also discussed extensively the rationale behind the concept of human resources management practices and turnover intention of school staff in universities setting especially within the developed world (Mohamad & Azzat,). Therefore, considerably like several sorts of literature on HRM practices in a corporation

exists, there's high turnover intention among faculty staff privately universities in Nigeria (Mohamad & Azzat, 2006,). The reason for this remains unclear but could largely be attributed to human resources management practices in such institutions as most private universities usually have unfavorable human resources management practices which seems to spur turnover intentions of school members (Lobburi, 2012). Therefore, this study investigates the influence of HRM practices on faculty turnover intention privately universities in South-west, Nigeria.

Objectives of the Study

The overall objective of the study was to examine the influence of HRM practices on faculty turnover intention: a case study of Private Universities in Ibadan, Oyo. However, in order to achieve this, the study will have the following specific objectives:

- to examine the influence of recruitment and selection on faculty turnover intention in selected private universities in Ibadan;
- to examine the influence of training on faculty turnover intention in selected private universities in Ibadan;
- to determine the influence of career management on faculty turnover intention in selected private universities in Ibadan;
- to determine the influence of compensation design and management on faculty turnover intention in selected private universities in Ibadan;
- to examine the influence of performance management on faculty turnover intention in selected private universities in Ibadan;

Research Hypotheses

The following hypotheses will be tested in the study

1. Recruitment and selection would significantly influence faculty turnover intentions in private universities in Ibadan.
2. Training would significantly influence faculty turnover intentions in private universities in Ibadan.
3. Career management would significantly influence faculty turnover intentions in private universities in Ibadan.
4. Performance management would significantly influence faculty turnover intentions in private universities in Ibadan.
5. Compensation design and management would significantly influence faculty turnover intentions in private universities in Ibadan.

LITERATURE REVIEW

Strategic Theory

Hendry and Pettigrew's (1990)'s strategic concept has essential viewpoints viz. assimilation and lodging. Assimilation way the employer acquires stories from each internal and outside environments and in the technique, it ought to formulate capability strategies Miles and Snow (1978) and Porter

(1980). Conversely, in accommodation, the organization should follow those strategies and its surroundings undergoes change as in step with the strain of the model. Frequent views and thoughts of contingency theory have a few conformities with the strategic concept (Hendry and Pettigrew, 1990).

Descriptive Theory

Guest (1999) Describes Human resource management Practices extra inclusively by classifying the entire content of human resource management practices capabilities. For the duration of this concept, the whole HRMP system is taken under consideration as a 1 detail and also the proponents anticipate that every issue like targets, objectives, vision, missions, rules and methods, stakeholders, and many others belong to the enterprise as ingredients for reaching the desired targets. The matching version advanced with the aid of the Michigan College can be a real example of the descriptive principle Walton (1990).

Normative Theory

This is greater prescriptive in its approach 'Walton' has evolved ideas associated with this idea advocating a mutual dedication method, and additionally the best - practice list of Pfeffer (1994). The normative idea has a tendency to use positive ideas which are deterministic and associated with long-time period perspectives. Walton (1985) describes an equal version composed of policies that sell mutuality like mutual desires, mutual effect, mutual admire, mutual reward, and mutual obligation. This concept expects that guidelines of mutuality could decorate the same old and conduct of human resource and it would result in pinnacle commitment Walton (1985). An identical version belongs to the normative principle includes positive carefully designed behavioral, attitudinal, and ethical ideas. A moral approach that is discussed beneath is any other model that belongs to the normative theory of HRM Walton (1985). In theorizing HRM fashions, Delery and Doty (1996) distinguish 3 sorts of HRM theories particularly the universalistic, contingency, and also configurational. Shipping and Doty's review can be one quite category of the whole literature of models and theories in HRM.

Theory of Organizational Equilibrium

The idea of Organizational Equilibrium (TOE) turned into advanced with the aid of March and Simon (1958) and it insists on the need to stability personnel' contributions and inducements with the ones of the agency. This principle is premised on the actual fact that turnover aim can be a selection taken after weighing one's notion of one's contribution to the organization towards one's belief of the contribution of the organization to one's existence (March and Simon, 1958). This theory assumes that perceived desirability of movement and perceived easy motion are the 2 foremost factors that determine an employee's equilibrium. Those main elements also decide process satisfaction which successively determines turnover goal (Ongori, 2007). The concept includes two important constructs: deep shape and modern duration. A deep structure is that the set of fundamental 'selections' a gadget needs to make and it has a tendency to be noticeably strong. The second fundamental detail of this concept is that the progressive period. A system reviews duration of both equilibrium and revolution (Ongori, 2003). In the course of the equilibrium length, "the device's simple business enterprise and interest patterns live the same; the equilibrium intervals contain preserving and finishing these selections" (Simon, 1988). The equilibrium length entails incremental exchange and adaptation without changing the deep shape. The innovative period occurs when incremental changes can now not meet the requirements of the event of the machine and add the deep shape starts to shift for a fundamental exchange (Yang, 2007).

Borrowing from the concept of equilibrium, Yang (2003) in addition elaborated on the holistic studying principle by way of featuring human conduct due to keeping equilibrium a number of the 3 forces that are riding the knowledge aspects—rationality, reality, and liberty. It has been suggested that although these riding forces operate in 3 competing domains (i.e., cognitive, behavioral, and affective), they have interaction with each other and it is such interactions that decide man or woman behavior in a very unique state of affairs (Yang, 2001).

Social Exchange theory

The Social exchange idea became propounded by Homans (1958). This theory has supported the relationship among social entities that rely on the extent to which each of these entities respects social rules and norms of trade implicitly and explicitly given among the 2 events (Cropanzano and Mitchell, 2005). Some samples of the attributes defining the same old of this kind of relationship consist of consideration, loyalty, and dedication (Cropanzano and Mitchell, 2005). These attributes rely upon elements like love, fame, statistics, money, items, and offerings which might be typically invested by way of human's right into a relationship (Cropanzano and Mitchell, 2005). The Social exchange theory claims that the social rules and norms of exchange encompass the guideline of reciprocity moreover as different explicitly negotiated guidelines (Cropanzano and Mitchell, 2005). Social change principle claims that employees are connected by a network made of ties whose electricity influences their intentions to stay or leave their jobs Homans (1989).

Job Embeddedness Theory

Embeddedness theory becomes proposed through Mitchell, Holton, Lee, Sablynski, and Erez (2001). Process Embeddedness theory postulates that personnel has many connections and links within their corporations and inside their communities. As a result, they feel so completely included in their professional and social surroundings that they're doing not want to lose or sacrifice those hyperlinks and connections for an unknown new processor for a strange environment (Zhang, Fried, and Griffeth, 2012). This concept claims that employees' organizational and community integration rely on parameters like their non-public values, their profession aspiration, moreover as their know-how and skills. It also depends on the organizational way of life, the duty necessities (Zhang, Fried, and Griffeth, 2012).

Empirical Studies

Employee turnover, although it's mainly a priority to the professionals of the human resource department (Peterson, 2004), academics and organizational managers have paid much attention to this current phenomenon (Ton and Huckman, 2008) due to its detrimental effects on the organizations. Practically, among all the organizational resources, people are the foremost important resources, while on the other hand, they're most difficult to manage furthermore (Szamosi, 2006; Perez & Ordonez de Pablos, 2003). In line with Mobley (1982), the employee turnover is that the cessation or termination of membership with the organization by a personal employee. In other words, turnover might be a permanent leaving of an employee from the organization. Scholars commonly view turnover and its proxy, turnover intentions due to the variability of withdrawal (Price, 2001). The importance of managing human resources, the essence of the organization, has been growing over the past years in academia and in practice, because the HRM practices help employees to form their

attitudes and behaviors (Meyer & Smith, 2000). Earlier, one of the studies found that perceptions of human resource practices are more important than the actual practices in developing employee commitment (Kiniki, Carson, Bohlander, 1992). Human resource practices have received increased attention for its impact on organizational performance. The majority of the research during this area has focused on the degree to which these human resource practices can enhance individual and organizational performance (Zhang & Agarwal, 2009). Little work has explored the psychological processes by which such practices influence employee attitudes and behaviors (Zhang & Agarwal, 2009). Thus, there is a lack of knowledge on how these human resource practices affect individual employees' perceptions, their attitudes, and therefore their behaviors; and what employees actually think and the way they react to the practices (Deery, 2002; Harley, 2002; Grant & Shields, 2002).

Furthermore, little explanation has been given in relevance to how these human resource practices influence the individual turnover decisions (Allen, & Griffeth, 2001). Faculty turnover may be a permanent problem at many private universities in Bangladesh (Akhter, Muniruddin, & Sogra, 2008). Similarly, the recent finding is that frequent switching of school members from one university to a special or sometimes to the surface of academia might be a serious problem for private university management. Additionally, a shortage of qualified faculty, and thus the high demand made this instance serious for private university management (Ashraf, 2009). Frequent faculty switching is now a typical scenario for private universities (Ashraf, 2009).

In a very research study by Shahzad, Bashir, & Ramay, (2008), findings revealed a positive relationship of reward practices with the performance of university teachers in Pakistan. This is often often important, especially when countering the other factor of turnover intentions within the longer term. It's a known indisputable fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences, and knowledge, (Shahzad, Bashir, & Ramay. 2008). Therefore HRM must observe that pay is that the most consideration because it provides tangible rewards for the workers for his or her services furthermore as a source for recognition and livelihood Ramay, (2002). Employee compensation and benefits include all sort of pay, rewards, bonuses, commissions, leaves, recognition programs, flexible work hours, and medical insurance (Sherman, & Snell, 1998). During a very study involving data from 583 participants in urban centers and 121 participants in China, it had been revealed that compensation components are important factors to retain and motivate employees (Randy, Vivienne, Thomas. 2002). Scholars agree that the way compensation is allocated for workers actually send messages about the management believes and what's important within the sorts of activities it encourages (Randy, Vivienne, Thomas. 2002).

Training has become increasingly vital to the success of any modern organization. Nowadays organizations must have competencies and particularly core sets of knowledge and expertise which can give the companies an edge over its competitors Sherman, and Snell. (1998). the only because of making this is often often through having an obsessive program that plays a central role to nurture and strengthen these competencies Sherman and Snell. (1998). It's acknowledged that training forms the backbone of strategy implementation which industries just like the protection industry must have trained security officers, who must be competent within the essential laws, rescue operations, emergency response, and also control and public management to be able to perform their job. The dearth of these will definitely cause complaints, further injuries to the general public, and damages to

properties (Sherman and Snell, 1998). it is often been extolled in enforcement manual and frequently heard sayings that enforcement agencies should be one step before the criminals and would-be perpetrators to be able to prevent crimes and what better ways can officers be prepared if not through continuous training to hone the officer's knowledge, skills, abilities to affect new processes and systems (Raffee, 2001). To spotlight the importance of coaching for brand newcomers, research by Terry and team (2002), revealed that the city Hotel Industry is suffering from high turnover especially among people that are but a year of service from 1985-1999 which is between 44% to 66%. A Survey of 249 participants has emphasized that training and job enrichment program besides other HRM practices are closely related to turnover intentions (Terry and team (2002). during a study of data collected from 65 studies conducted on performance management and turnover intention, results revealed that there is the connection between employees' job performance management and their intention to quit (Zimmerman, 2009).

Another research by the American Psychological Association in 2001, on 130 employees of a medical services organization revealed that despite the importance of understanding the conditions under which high performing employees are more likely or less likely to voluntarily leave a corporation, the character of the connection between job performance and voluntary turnover has proven to be elusive (Allen, Peterson, Jones and Maverick., 2001). Therefore a model of the performance–turnover relationship that highlights important moderators and mediators was proposed and tested. Data consisted of organizational performance and turnover records and survey responses collected indicate that visibility and reward contingencies moderate performance relationships with alternatives and job satisfaction, respectively, which performance may influence turnover through multiple mechanisms (Allen, Peterson, Jones and Maverick, 2001). Research by Texas University in 2006 on data and analysis of past 65 similar studies revealed that findings provide for a stronger understanding of how employees' job performance affects their turnover decisions and therefore the way organizations can control turnover through an integrated performance management system that features rating by supervisors and enhanced management of upper and poor performance employees through a comprehensive appraisal system (Ryan and Todd, 2006).

Career development during a company should be viewed as an awfully dynamic process that attempts to satisfy the wants of managers, subordinates, and thus the organization. It's the responsibility of managers to encourage employees to need responsibility for his or her own careers, offering continuous assistance within the variability of feedback or individual performance and making available information from the company about the organization, career opportunities, positions and vacancies which can be of interest to the workers (Zandy, Roberts and Michael, 1986). It cannot be denied that within the career development process, the organization must supply adequate information about its mission, policies, and support for self-assessment, training, and development. It's important to note that significant career growth can occur when individual contribution combines with organization opportunity. a rise in skills and thus the chance to manage their career successfully help retain valued employees (Sherman and Snell, 1998).

As career development involves an organized, formalized, planned effort to understand a balance between an individual's career needs and thus the organization's workforce requirements, it is vital for a corporation commitment within the program (Lips & Hall, 2007). The predictors were

commitment and job satisfaction. It had been verified that welfare organizations function an example of the importance of job involvement and organizational commitment to push professional and effective work and such goals are extremely important for employees' career commitment and job satisfaction (Lips & Hall, 2007). An entire of 330 respondents were involved and therefore the result revealed that career commitment and job satisfaction actually incorporates a big effect on reversing turnover intentions (Anna, 2008).

Employee Relations and Turnover Intentions. Using the underlying social exchange theory (Blau, 1964) and thus the norm of reciprocity (Gouldner, 1960, Eisenberger 1986), it had been suggested that individual attitudes and behaviors are suffering from the generalized perception of care and support from organizations. Employees feel obliged to repay the organization with extra effort and loyalty when such favorable supportive treatments are discretionary-based (Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades 2001).

This is often often emphasized during a very study on 437 Chinese employees from multinational companies revealed that perceived supervisory support incorporates an immediate relevance turnover intentions (Alexander, 2012). Employee relations during a company are solely described as maintaining a healthy working relationship between management and employees to contribute and sustain satisfactory productivity, motivation, and high morale work environment that enhances job satisfaction for the worker and meets goals of the organization (Alexander, 2012). During a research article by Rebecca (2012), from Oklahoma State University, the study was undertaken with reference to the condition under which supervisor undermining is expounded to perceptions of leader hypocrisy that then cause employee turnover intentions. Supported 200 scenario-based experiments and 300 survey-based study, the results revealed general support to the author's hypothesis that supervisors' hypocritical behaviors do motivate staff turnover intentions. On the other hand, employees today are handling more complicated work tasks, often work long hours, and add teams (Lee, 2004). Employees might require higher socio-emotional and growth needs that motivate them to work and perform better in their work tasks. As supervisors play an important role in managing employees and projects, their relations are much closer (Rebecca, 2012).

METHODOLOGY

The study was a survey in which Ex Post Facto design was utilized. The independent variable was Human Resource Management Practices which included: recruitment and selection, career management, performance management, training, and compensation design & management. The dependent variable was Turnover Intentions. The population of the study comprised of all faculty staff in the two selected Private Universities in Ibadan namely; Lead City University and Kola Daisi University, Ibadan. Preliminary investigation by the authors revealed that there were 224 faculty members in the two selected universities (Lead City University had 142 faculty members while Kola Daisi University had 82 faculty members). Information was obtained from Human Resource Departments of the two institutions.

The research instrument that was used for the study was questionnaire format. The questionnaire consisted of three sections namely sections A, B and C. Section A was designed to elicit

information on socio-demographic characteristics of respondents. Section B consisted of Human Resource Management Practices (HRMP) scale developed by Bernard Mukiibi (2014) designed to elicit information from respondents on Human resource management practices in the universities under study. It is designed on a five point Likert scale of response format ranging from Strongly Agree (SA) = 5; Agree (A)= 4;Not sure(NS) =3; Disagree (D) = 2; and Strongly Disagree (SD) = 1. Section C contained Turnover Intention Scale developed by Roodt, (2014). It consisted of six items designed on a five-point Likert scale of of response format ranging Strongly Agree(SA) = 5, Agree (4) = 4, Undecided (U) = 3, Disagree(D) = 2, Strongly Disagree(SD)= 1.

The authors produced and administered 144 copies of questionnaire to the respondents and 138 copies of questionnaire were retrieved from the respondents. The authors visited the two Universities namely; Lead City University and Kola Daisi University both in Ibadan. The administration of the questionnaire lasted for three weeks for easy coverage of the selected universities. Descriptive statistics was used to analyze the socio-demographic information of the respondents while the inferential statistics were used to test the hypotheses. The hypotheses were tested at 0.05 level of significance.

RESULTS AND DISCUSSION

From the Socio-Demographic, the study revealed that 60 (43.5 %) of the respondents were male while 78 (56.5 %) were female. Also, the study revealed that 27 (19.6%) of the respondents were within age bracket 20- 30 yrs; 33 (23.9%) of the respondents were within age bracket 31-40yrs; 42 (30.4%) of the respondents were within age bracket 41-50 yrs; 19(13.8%) of the respondents were within age bracket 51-60yrs; 17 (12.3%) were within age bracket above 61yrs and above. From the Martial Status information, the study showed above revealed that 32 (23.2%) of the respondents were single; 84 (60.9%) were married while 22 (15.9%) of the respondents were of other categories of marital status; 4 (2.9%) of the respondents were divorcees; 13 (9.4%) of the respondents were separated, 3 (2.2%) of the respondents were widows while 2 (1.4%) of the respondents were widowers.

From the data on Religion, the study showed that 67 (48.6%) of the respondents were Christians; 70 (50.7%) were Muslims while 1 (0.7%) of the respondents was of other religions, not specified in the study. From the Educational level, the study showed that 54 (59.1%) of the respondents were holders of Doctorate Degree; 8 (5.8%) were holders of MPhil; 46 (33.3%) were holders of Master's Degree while 30 (21.7%). Of the respondents were holders Bachelor's degrees. From the Level of Work Experience, the study showed that 41 (29.7%) of the respondents had worked between 0-5yrs; 37 (26.8%) of the respondents had worked between 6-10 yrs; 30 (21.7%) of the respondents had worked between 11-15 yrs; 14 (10.1%) of the respondents had worked for 16-20 yrs; 10 (1.2%) of the respondents had worked 21-25 yrs; 5 (3.3%) had worked between 26-30 yrs while 1 (0.7%) of the respondents had worked between 31 yrs and above. From the Current Designation, of the respondents the finding revealed that 40 (29.0%) of the respondents were Assistant Lecturers; 28 (20.3%) were Lecturer I / II; 27 (19.6%) of the respondents were Senior Lecturers; 23 (16.7%) were Readers while 20 (14.5%) were full Professors.

Hypothesis Testing

Hypotheses One

This stated that recruitment and selection would significantly influence faculty turnover intentions in private Universities in Ibadan. The hypothesis was tested by t-test for independent measures. The result is presented in table 1

Table 1: A Summary Table of T-test for Independent Measures Showing the Influence of Recruitment and Selection on Faculty Turnover intentions in the private Universities in Ibadan

Recruitment and Selection	N	\bar{X}	SD	df	t	P
Higher	82	20.47	9.55	136	-4.19	<.01
Lower	56	13.86	17.88			

The result in table 1 above revealed that recruitment and selection significantly influenced faculty turnover intentions in Private Universities in Ibadan {t (136) = -.4.19, P<.01}. This indicated that Faculty members who experienced lower level of perception of recruitment and selection (\bar{X} =20.47) reported more turnover intention than faculty members who experienced higher level perception of recruitment and selection (\bar{X} =13.86). Therefore, the hypothesis one was supported by the result of the study.

Hypothesis Two

This stated that training would significantly influence faculty turnover intentions in private Universities in Ibadan. The hypothesis was tested by T-test for Independent Measures. The result is stated in table2 below:

Table 2: A Summary Table of T-test for Independent Measures Showing the Influence of Training on Faculty Turnover Intentions in Private Universities in Ibadan

Training Activities and Opportunities	N	\bar{X}	SD	df	t	P
Higher	68	13.57	5.31	136	-5.01	<.01
Lower	79	18.43	6.82			

The result in table 2 above revealed that training significantly influenced faculty turnover intentions in private Universities in Ibadan {t (136) = - 5.01, P< .01}. This indicated that Faculty members who experienced lower level of perception of training activities and opportunities reported more turnover intentions (\bar{X} =18.43) than faculty members who experienced higher level of perception of training (\bar{X} =13.57). Therefore, the hypothesis two was supported by the result of the study.

Hypothesis Three

This stated that career management would significantly influence faculty turnover intentions in private Universities. The hypothesis was tested by T-test for independent measures the result is stated in table 3 below:

Table 3: A Summary Table of t-test for Independent Measures Showing the Influence of Career Management on Faculty Turnover Intentions in Private Universities in Ibadan

Career Management	N	\bar{X}	SD	df	t	P
Higher	76	22.73	9.37	136	-3.87	<.01
Lower	62	25.94	13.54			

The result stated in table 3 revealed that career management significantly influenced faculty turnover intentions in private Universities {t (136) = - 3.87, P< 01}. This indicated faculty members who experienced unfavorable perception (lower level) of career management reported more turnover intentions (\bar{X} =25.94) than faculty members who experienced favourable (higher level) perception of career management (\bar{X} =22.73). Therefore, the hypothesis three was supported by the result of the study.

Hypothesis Four

This stated that performance management would significantly influence faculty turnover intentions in private Universities. The hypothesis was tested by t-test for Independent Measures. The result is stated in table 4 below:

Table 4: A Summary Table of T-test for Independent Measures Showing the Influence of Performance Management on Faculty Turnover Intentions in Private Universities in Ibadan

Performance Management	N	\bar{X}	SD	df	t	P
Higher	84	23.54	10.72	136	-8.04	<.01
Lower	54	29.19	13.94			

The result in table 4 above revealed that performance management significantly influenced faculty turnover intentions in private Universities in Ibadan {t (136) = -8.04, P<.01}. This indicated faculty members who experienced lower level of perception of performance management reported more turnover intentions (\bar{X} =29.19) than faculty members who experienced higher level of perception of performance management (\bar{X} =23.54) Therefore, the hypothesis four was supported by the result of the study.

Hypothesis Five

This stated that compensation design and management would significantly influence faculty turnover intentions in private Universities. The hypothesis was tested by T-test for independent measures. The result is stated in table 5 below:

Table 5: A Summary Table of T-test for Independent Measures Showing the Influence of Compensation and Management on Faculty Turnover Intentions in Private Universities in Ibadan

Compensation Design and Management	N	\bar{X}	SD	df	t	P
Higher	44	19.54	73	136	-4.59	<.0.1
Lower	94	27.36	11.73			

The result in table 5 above revealed that compensation design and management significantly influenced faculty turnover intentions in private universities in Ibadan {t (136) = -4.59, P< .01}. This indicated faculty members who experienced unfavorable (lower level) of perception of compensation design and management reported more turnover intentions (\bar{X} =27.36) than faculty members who experienced favourable (higher level) perception of compensation design and management (\bar{X} =19.54). Therefore, the hypothesis five was supported by the result of the study.

DISCUSSION AND FINDINGS

This study investigated the influence of human resource management practices on faculty turnover intention in selected private universities in Ibadan, Oyo State. The hypothesis one which stated recruitment and selection would significantly influence faculty turnover intention in private universities in Ibadan was supported by the findings of the study. This indicated that faculty members with lower levels of perception of recruitment and selection reported more turnover intentions than faculty members with a higher level of perception of recruitment and selection. Essentially, in an organization where recruitment and selection processes were not properly done, the propensity of the turnover intention of employees will be massive (Huselid, 1995). Generally, employees who are satisfied with the recruitment and selection process of an organization are willing to contribute to the organization (Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades, 2001).

Hypothesis two which stated that training activities and opportunities would significantly influence faculty turnover intention in private universities in Ibadan was supported by the finding of the study. The result clearly showed that training activities and opportunities significantly influenced faculty turnover intentions in private universities in Ibadan. The findings indicated that faculty members who experience lower levels of perception of training activities and opportunities reported more turnover intentions than faculty members who experienced higher level of training. The result of this study lends credence to the results of earlier studies by Chee, Kamal and Gangaram (2007) which revealed that constant training to bring staff to an acceptable level of performance and keeping them engaged actually has a significant link and relation to job satisfaction, morale and optimism thus impacted turnover intentions (Chee, Kamal, &Gangaram, 2007; Abdullah, Blau, Enegbuma,

Ajagbe, Ali, and Bustani, 2012; Thwala, Ajagbe, Long, Bilau, and Enegbuma, (2012).

Hypothesis three which stated that career management would significantly influence faculty turnover intentions in private universities in Ibadan was supported by the finding of the study. The finding clearly revealed that career management significantly influenced faculty turnover intentions in private universities in Ibadan. This finding indicated faculty members who experienced a lower level of perception of career management reported more turnover intentions than faculty members who experienced a higher level of perception of career management. The present result supports the findings of earlier studies (Lips, Shader 2006, Hung 2010, Rose 2011 & Power 2004).

Hypothesis four which stated that performance management would significantly influence faculty turnover intentions in private universities in Ibadan was supported by the result of the study. The result revealed that performance management significantly influenced faculty turnover intention in private universities in Ibadan. The finding indicated faculty members who experienced a lower level of perception of performance management reported more turnover intentions than faculty members who experienced a higher level of perception of performance management. This finding supports the earlier finding by Randy, Vivienne, and Thomas (2002) that if universities pay attention to the performance of the faculty staff in the discharge of their duties such that hard work is adequately rewarding and laziness is reprimanded, there is every tendency that turnover intention of employees will be drastically reduced as they would want to remain with such university.

Hypothesis five which stated that compensation design and management would significantly influence faculty turnover intentions in private universities in Ibadan was supported by the result of the study. The result revealed that compensation design and management significantly influenced faculty turnover intentions in private universities in Ibadan. The findings indicated faculty members who experienced a lower level of perception of compensation design and management reported more turnover intentions than faculty members who experienced a higher level of perception of compensation design and management. This finding agrees with Aric (2008) 's finding on managing compensation and rewards through organizational pay; The author emphasized that the Human Resources Department can use a compensation strategy to strengthen the strategic and business strategy of the organization by enhancing individual performance.

CONCLUSION

Based on the obtained findings, it is therefore concluded that:

1. Recruitment and Selection significantly influenced faculty turnover intentions in Private Universities in Ibadan, Oyo State.
2. Training activities and opportunities significantly influenced faculty turnover intention in Private Universities in Ibadan, Oyo State.
3. Career Management significantly influenced faculty turnover intention in Private Universities in Ibadan, Oyo State.
4. Performance Management significantly influenced faculty turnover intention in Private Universities in Ibadan, Oyo State.
5. Compensation Design and Management significantly influenced faculty turnover intention Private Universities in Ibadan, Oyo State.

RECOMMENDATIONS

Based on the findings of this study it is recommended that Management of Private Universities in Nigeria should imbibe the culture of transparency and due process in recruitment and selection process of their employees. This will not only ensure that staff are committed to the organization, it will also entrench loyalty and prevents staff from quitting the services of the university. Also, there should be adequate provision of funds for capacity building programmes which should be made accessible to all cadres of faculty members on a periodic and regular interval. This will avail the faculty staff the opportunity of regular training which will reduce the level of turnover intention of their staff members as training was found to have significant influence on faculty turnover intention in Private Universities.

It is further recommended that Career Management should be given adequate attention. This could be achieved by regular promotion and setting clear-cut career path for faculty members. Lastly, Compensation, Reward and Recognition of hard work, excellent performance and innovation, should be enshrined as a form of Human Resource Management practice. If this is done, it will go a long way in reducing turnover intention of faculty staff of the universities.

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