

Employee Retention Strategies and Normative Commitment of Academics in Selected Private Universities in Ogun State, Nigeria

¹Michael Olanipekun Aremo & ²Adekunle Oluwole Binuyo

^{1&2}Department of Business Administration & Marketing,
Babcock University, Ilisan-Remo, Ogun State, Nigeria

Article DOI: 10.48028/iiprds/ijrssmt.v7.i1.15

Abstract

Tertiary educational institutions are facing a huge challenge in terms of retaining skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. The need for qualified academic staff in Nigerian tertiary institutions of learning is on the increase, while, majority of the tertiary institutions in Nigeria are experiencing dearth of teaching personnel due to poor remuneration, low motivation, low job satisfaction and lack of organisational commitment amongst the lecturers, which have created negative job attitudes and poor organisational commitment. This study therefore investigated the influence of employee retention strategies on normative commitment of academics in selected private universities in Ogun state, Nigeria. Survey research design was adopted for the study. The population comprised 1,842 academics in the private universities (Covenant, McPherson, Babcock, Bells, Crawford and Crescent universities). Through a multiple sampling technique, 589 out of 1842 were sampled for the study. Data were analyzed using both descriptive, as well as inferential statistics. Findings revealed that employee retention strategies had a significant effect on the normative commitment of academics in selected private universities in Ogun state, Nigeria ($R^2 = 0.638$, $t = 169.039$, $p < .05$). The study recommends among others that private universities should take into consideration the retention factors which impact on the employees' commitment to the institution and improve on them so as to curb employees' desires to leave the organisation.

Keywords: *Retention strategies, Normative commitment, Academics, Universities, Ogun state.*

Corresponding Author: Michael Olanipekun Aremo

Background to the Study

In the modern world of organisation work environment, the psychological contract between the employer and employee has changed fundamentally and long term commitment to an organisation is no longer expected by either party because the face of new contract between employee-employer is that employees continually change jobs throughout their career, endeavouring to secure the best for themselves (Ng'ethe, 2013). The main purpose of employee retention policies is to identify and retain committed employees for as long as it is mutually profitable to the organisation and the employees and also prevent competent employees from leaving the organisation as this could have adverse effects on productivity and service delivery (Chiboiwa, Samuel and Chipunza 2010). To achieve quality retention programmes, organisations ought to determine the retention factors relevant to each of their employee groups and then focus strategies on these factors such as work life balance, work environment, employee compensation, employee training and development and job security.

University institutions are no exception to the challenges of staff retention and organisational commitment particularly with the core employees - the academic staff, and it is obvious that these institutions would be increasingly obliged to make retention of academics a strategic priority (Pienaar and Bester, 2008). Indeed, the problem of academic staff retention is global and affects both developing and industrialized countries. A survey of full time faculty members in the US in 2012 showed that more than 40% of them had contemplated changing careers (Sanderson& Cocker, 2013). In a study carried out in Australian higher education institutions, 68% of the academic personnel indicated that they wished to leave higher education (Yousaf, Latif, Aslam and Saddiqui,, 2014). In South African higher education institutions, the problem of staff retention is evident, since available data indicates that a substantial number (between 5% and 18%) of academics leave higher education institutions (Pienaar and Bester, 2008).

In Nigeria, tertiary educational institutions are facing a huge challenge in terms of skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. Folorunso, Adewale and Abodunde (2014) provided evidence that the need for qualified academic staff in Nigerian tertiary institutions of learning is on the increase, while, majority of the tertiary institutions in Nigeria are experiencing dearth of teaching personnel due to low motivation, low job satisfaction and lack of organisational commitment among the lecturers, which have created negative job attitudes and poor organisation commitment. Guma (2015) emphasized that in most universities, it is impossible to replace departing staff because of financial constraints. He further established that in many cases, universities have found that the graduates sent abroad for training always show poor commitment to their organisations because they tend to remain abroad or join private sector or quit shortly after their return in search of better remuneration. The phenomenon of brain drain among academic staff is real within the public and private universities and this affects staff retention and institutions overalls performance. Thus, this study, therefore, examined how employee retention strategies influence the normative commitment of academics in selected private universities in Ogun State, Nigeria.

Literature Review

Employee retention refers to the various policies and practices which lead the employees stick to an organisation for a longer period of time (Ng'ethe, 2013). Every organisation invests time and money to groom a new employee, make them a corporate ready material and bring them at par with the existing employees. The organisation is completely at loss when the employees leave their job once they are fully trained (Ng'ethe, 2013). Organisations / institutions employ different employee retention strategies such as work life balance, work environment, employee compensation, employees training and development and job security so that an individual stay in an organisation for the maximum period of time. Historically, work-life balance discourses consolidate organisation's efforts in finding the right mix between their work and non-work roles while organisations are scrutinized to implement a variety of work life balance solutions such flexible working, job sharing, telecommuting, compressed hours, part-time, maternity benefits, etc foster workplace performance. In order to view and understand the achievement of educational objectives of the Nigerian higher education effectively and efficiently it is necessary to examine various concepts that might affect the system (Ololube, 2017). Such concepts that relate to performance of staff in the work place include work life balance. Effective performance of workers will enhance the achievement of educational objective of the university and it therefore important that factors that might affect this performance should be address. The concept of work- life balance in relation to workers' performance and productivity in Nigerian higher education has not been properly addressed. Work life balance affect workers' performance and productivity. Nigeria, like other nations of the world also faces economic challenges and labour market pressures. However, the wide difference causing most problems in Nigeria is leadership based. For instance, some national specific issues influencing our political, economic and social status as a nation ranges from the apparent leadership failures resulting in poor social infrastructures, poverty, high unemployment and corruption (Akanji, 2012).

The ever changing business environment in the global village which the world has become today necessitates business enterprises to achieve strategic higher performance through appropriate provision of working environment that encourages job satisfaction and career growth (Uwem, Egwuonwu, Kabuoh and Ekwoaba, 2016). Nigerian business environment is affected by business uncertainties due to challenges from both internal and external variables and this no doubt contributes to low productivity and enhancing poor employee affective, continuance and normative commitments (Azeez, Jayeoba and Adeoye, 2016).

Employee compensation systems are arguably at the heart of employee commitment and performance. This assertion is premised on the understanding that employee compensation systems have the potency of engendering higher levels of employee commitment in organisations through the stimulation and direction of employees along the path of goal accomplishment (Ejumudo, 2014). He further asserted that employees are the most critical of all organisational resources and their capacity to function, show total commitment and meet the expected standards is a function of both their inward potentials, compensation system and the outward environment in which they operate. Employees' willingness to stay on the job largely depends on compensation packages of the organisation (Anyebe, 2011). In an attempt

to ensure employees optimal performance and retention, organisations need to consider a variety of appropriate ways to reward the employees to get the desired results (Anyebe, 2011). It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organisation is a function of compensation packages and reward system of the organisation (Anyebe, 2011).

Training and development in Nigeria could be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates (Olalere and Adesoji, 2013). The departure of the foreigners after independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a manpower board in 1962 following the Ashby commission's recommendations (Olalere and Adesoji, 2013). According to Ndibe (2014), without proper employee training and development, employee satisfaction and commitment to organisation task will be reduced and potential for employee turnover will be higher. Osa and Amos (2014) emphasized that increase in employee training and development reflects the strength of an employee and commitment attachment to an organisation. Employees are likely to work with the organisation which offers more job security. Rahman (2013) asserted that employee with job security guarantee show more commitment to organisation success. Job security has positive relationship with the organisational performance and the more the employee enjoy the job security, the more he will perform his job well and committed to organisation task (Chipunzo and Malo, 2017). According to Bayoud, Kavanagh and Slaughter (2012), job security is essential element for the performance of the organisation. He found out that organisations with low job security have low employee commitment and poor financial performance. This is because job security directly influences the performance of an employee which affects the overall performance of the organisation.

Normative commitment on the other hand, occurs as a result of socialization process which occurs while an individual is with the organisation. Employees feel morally obliged to remain with the organisation as a way of paying back to the organisation that helped them to grow (Meyer and Allen, 1990). Normative commitment reflects an individual's feeling of obligation to maintain organisational membership because he/she believes it is morally right to be loyal to, and stay in, the organisation. Although Normative Commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially interrelated with affective commitment (Coyle-Shapiro and Marrow, 2006). Normative Commitment reflects a perceived obligation to remain in the organisation (Meyer and Smith, 2003). The underlying construct of normative commitment is that commitment is the totality of internalized normative pressures to act in a way which meets organisational goals and interests (Wiener, 1982). Such perceived feelings generally motivate individuals to behave appropriately and do what is right for the organisation (Meyer and Allen, 1996). Employees with a high level of normative commitment remain in the organisation because they feel that they ought to do so (Allen and Meyer 1990).

Normative Commitment has grand value for organisations and their human resources. It reveals visible responsibility of staying with institute or organisation (Meyer, Stanley,

Herscovitch and Topolnytsky, 2002). Normative commitment relaxes an employee's compulsory feelings towards collaborators or management; people stay because they think an obligation to perform (Ahmadi and Avajian, 2011). Normative commitment is the new phase of the organisations commitment that tells the employees' duty at workplace and their faithfulness to the organisation (Bolon, 1997). Normative commitment is defined as a general worth of faithfulness and responsibility (Weiner, 1982). It is also defined as a sensation of duty (Meyer et al., 1996). If organisations have normative commitment culture towards employees it will create psychological positive effects on employees, which improve their performance. These are; willingness, loyalty and emotions of employees, which make able the employees to use their vigor, ability and knowledge with full concentration to do their job (Brown, McHardy, McNabb and Taylor, 2011).

Furthermore, the Herzberg's Two Factor theory was used to underpin this study. Frederick Herzberg introduced the two-factor theory which is also known as the motivation-hygiene theory in 1959. Herzberg's theory states that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and include achievement, recognition, the work itself, responsibility, advancement, and growth. The theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfy and include company policies, salary, co-worker relations, and style of supervision (Steers and Porter, 1991).

Motivators are factors such as recognition, responsibility, achievement, and opportunity for progression. Herzberg found that a combination of these factors increased motivation and improved individual performance. The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors. Some empirical studies have revealed that, extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment and job security are key for the retention of employees (Woo and Allen, 2014). In order to motivate employees, they should be offered opportunities for promotion, recognition, responsibility, personal growth and achievement (Robbins and Judge, 2007). This implies that, management must not rely only on intrinsic variables to influence employee retention; but rather combine both intrinsic and extrinsic variables when considering an effective strategy to retain employees. According to Herzberg, hygiene factors are what cause dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages (compensation management), ensure employees job security (work environment), and to create a positive and structure (work life balance) in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on

motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them; for example, if you perform a work related action because you have to then that is classed as 'movement'. But if you perform a work related action because you want to then that is classed as 'motivation'. Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees.

Additionally, several studies have been done on the relationship between human resource management practice and organisational commitment (Bernard, 2012; Abdullah, and Ramay, 2012; Ng'ethe, et al., 2012; Danish, Draz, and Ali, 2015; Naris, and Ukpere, 2010; Lumley, Coetzee, Tladinyane, and Ferreira, 2011, among others); but most of these studies never examine the influence of employees' retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. Based on the identified gaps, this study sets out to examine the influence of employees' retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. This was schematically represented in the simplified conceptual framework below.

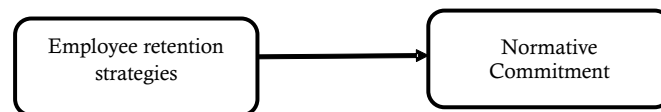


Figure 1: Simplified conceptual framework

Methodology

This study employed a survey research design to investigate the influence of employee retention strategies on academics' normative commitment of selected private universities in Ogun State, Nigeria. Survey research seeks to find answers to questions through the analysis of variable relationship (Best and Kahn, 1998). The justification for adopting survey research design is that, the study focused on collection and analyzing of data from identified population. The population of this study consisted of the 12 government approved private universities in Ogun State, South-West Nigeria. The sample for this study would be limited to six (6) private universities in Ogun State out of the 12 private universities that have been in existence for at least six to seven years as at 2019. The six selected private universities for the study are namely, Babcock University, Ilishan Remo, Covenant University, Ota, McPherson University, Ajebo, Bells University of Technology, Ota, Crawford University, Igbesa, and Crescent University, Abeokuta. The study will be conducted among 1,842 full-time academic staff members of the selected private universities. Furthermore, information sourced from the Human Resources Department (HRD) of the 6 universities shows that Covenant University has four hundred and eighty seven (487) academic staff; McPherson University has two hundred and fifty two (252) academic staff; Babcock University has five hundred and sixty seven (567) academic staff; Bell University has two hundred and seventy nine (279); Crawford University has one hundred and seven (107) academic staff; and Crescent University has one

hundred and fifty (150) academic staff (HRD, Babcock University, Covenant University, McPherson University, Bells University of Technology, Crawford University, and Crescent University, 2016); totalling 1,842 academic staff. Since the population of this study is finite, the application of statistical formula becomes imperative in determining the sample size. The critical factor behind sampling is to determine the appropriate size that will adequately represent the total population.

The sample size for this study was determined by applying the Cochran (1997) formula as its standard method of randomization and identify the limits of errors considered as the most essential items in the survey. This would help the researcher obtain the sample and use the results to make sampling decisions based on the data. The formula is:

$$n = \frac{Nz^2pq}{d^2(N-1) + Z^2pq}$$

Where:

n = sample size

N = Total number of selected academic staff (N=1,842)

Z = 95% Confidence Interval (Z = 1.96),

p = 0.5

q = 1 – p

d = degree of accuracy or estimation (d = 0.04)

Therefore;

$$n = \frac{1842 (1.96)^2 (0.5) (0.5)}{(0.04)^2 (1842- 1) + (1.96)^2 (0.5) (0.5)} = 453$$

However, to compensate for the non-response and for wrong filling of questionnaires, the sample size was increased by 136 which is 30% of the total sample. This is as recommended by researchers (Zikmund, 2000).

Therefore 30% of 453 = 136

Then the appropriate sample size is given as n = 453 + 136 = 589

$$\mathbf{n = 589}$$

The sample size for this study was determined by sampling fraction technique in order to ensure that all the elements or groups under investigation are well represented in the sample. Furthermore, the fraction sampling technique helps in the observation of relationships between two or more sub-groups.

The formula for the sampling fraction is thus:

$$F = \frac{n}{N}$$

Where n is the sample size and N is the population size.

Where:

F = sampling fraction

n_0 = sample size (for: finite Population)

N = finite population size (Total number of academic staff)

A proportionate number of academic staff was calculated by adopting the following formula:

$$\frac{Q \times n_0}{N}$$

Where Q = the number of academic staff of selected universities

n_0 = sample size of finite population

N = finite population size

The sample size of 589 was distributed in proportions as follows;

$$\frac{\text{Number of academic staff of selected university}}{\text{Total number of academic staff}} \times \text{Sample Size.}$$

Table 1: Study Population and Sample Size

S/N	Selected Universities	Population	Sample
1	Covenant University	487	156
2	McPherson University	252	81
3	Babcock University	567	181
4	Bell University of Technology	279	89
5	Crawford University	107	34
6	Crescent University	150	48
Total		1,842	589

Source: Researcher's Computation (2019)

A multiple sampling technique was adopted in selecting the sample from the working population of this study. The multiple sampling techniques enables the researcher to choose the samples in stages until the required sample will be arrived at using the most appropriate methods of estimation at each stage. The first stage involves stratified sampling technique in the selection of private universities in Ogun States. The criteria of large-size and geographic proximity was used in arriving at the selected private universities so as to promote consistency in the course of research investigation. The second stage was the use of proportional stratified sampling technique in the distribution of questionnaire to the selected universities in Ogun State. Proportional stratified sampling technique is better than other sampling techniques as it uses extra means of representing and identifying some characteristics of the study population (Asika, 2004). The last stage involved the use of random sampling method in selecting the final respondents for each of the selected private universities. The respondents from the selected private universities consisted of academic staff. Random sampling method was adopted in order to give potential respondents in the study equal chance of being selected and included in the sample population.

The data gathering instrument that was employed for this study was a structured questionnaire. A six (6) point modified Likert-scale type was used to elicit response for every question, and covered two extremes of 'strongly agree' and 'strongly disagree'. The questionnaire items were adopted from previous studies based on the similarities with this current study with little adjustment to suit the need of the present study as employee retention strategies and normative organisational commitment studies were mainly directed to other sectors of the economy such as manufacturing, banking, hospitality, health and aviation. The research designed a template that comprised of three (3) sections (section A – respondents bio data, section B- independent variable and section C - dependent variable) with sub headings as A-F

According to Newstrom (2011), reliability is the capacity of a survey instrument to produce consistent results, regardless of who administers it or when someone responded to it. A high degree of stability and similarity of result indicates a high degree of reliability. Thus, the researchers conducted a pilot study at Christopher University, Mowe; Hallmark University, Abeokuta; Mountaintop University, Ibafo; Chrisland University, Owode, Abeokuta. However, these Universities are not part of the 6 selected private universities that will be used in this study. Fifty-nine (59) questionnaires were used for the pilot study. The reliability of the instrument was established by internal consistency method using Cronbach's Alpha Coefficient. The reliability of the instrument was further ascertained by subjecting the result of the pilot test using the instrument to a Cronbach Alpha test based on a reliability level of 0.7 and above. The Cronbach's alpha coefficients of the scales were 0.741 and 0.956 for both employee retention strategies and normative commitment.

The inferential parametric test of regression analysis was used to test the hypothesis using the Statistical Package for the Social Sciences (SPSS) computer software. Data analysis for this study were done in two stages: the descriptive and inferential analysis.

Data Analyses

Table 2: Summary of Multiple Regression Analysis for effect of Employee Retention Strategies on Normative Commitment of selected Private Universities in Ogun State

Model		<i>B</i>	<i>T</i>	<i>Sig.</i>	<i>R</i>	<i>R</i> ²	Adj. <i>R</i> ²	ANOVA A <i>Sig.</i>	<i>F(df)</i>
4 8 6	(Constant)	0.545	.865	.000	0.799	0.638	0.634	0.001	169.039 (5, 480)
	Work Life Balance	0.102	2.699	.007					
	Work Environment	0.069	1.926	.055					
	Employee Compensation	0.184	6.517	.000					
	Job Security	0.110	3.200	.001					
	Training and Development	0.171	5.208	.000					

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Training and Development, Work Life Balance, Employee Compensation, Work Environment, Job Security

Source: Field Survey

Table 2 presents the results of multiple linear regression analysis for the effect of employee retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. Table 2 presents model fit which establishes how the model equation fits the data and adjusted R^2 which establishes the predictive power of the study's model. From the results, employee retention strategies have positive and strong relationship with normative commitment of selected private universities in Ogun State, Nigeria ($R = 0.799$, $p = 0.001$). The adjusted coefficient of determination (Adj. R^2) of 0.634 showed that employee retention strategies explained 62.9% of the variation in normative commitment of selected private universities in Ogun State while the remaining 36.6% variation in normative commitment is explained by other exogenous variable not considered in the study. The results suggest that employee retention strategies influence normative commitment of selected private universities in Ogun State, Nigeria.

Furthermore, Table 2 presents results of ANOVA of the regression which revealed that the employee retention strategies combined have a significant effect on normative commitment of selected private universities in Ogun State. This can be explained by the F-value (169.039) and p-value (0.001) which is statistically significant at 95% confidence level. Therefore, the results affirm that employee retention strategies implemented by selected private universities in Ogun State influenced normative commitment and was statistically significant at 5% significance level.

Table 2 also presents the regression coefficients of employee retention strategies. The results revealed that at 95% confidence level, work life balance ($\beta = 0.102$, $t = 2.699$, $p = 0.007$), employee compensation ($\beta = 0.184$, $t = 6.517$, $p = 0.000$), job security ($\beta = 0.110$, $t = 3.200$, $p = 0.001$), and training and development ($\beta = 0.171$, $t = 5.208$, $p = 0.000$) have positive and statistically significant effect on normative commitment as their p-values were less than 0.05 and the t-values greater than 1.96. On the contrary, work environment ($\beta = 0.069$, $t = 1.926$, $p = 0.055$) has positive and insignificant effect on normative commitment as the p-value was less than 0.05 and the t-value greater than 1.96. This implies that work life balance, employee compensation, employee training and development, and job security are determinants of normative commitment of selected private universities in Ogun State.

According to the result above, holding employee retention strategies constant at zero, normative commitment of selected private universities in Ogun State is 0.545. This implies that without employee retention strategies, normative commitment will be 0.545 which is an improvement. The result also indicates that when work life balance, employee compensation, job security, and employee training and development are improved by one unit, normative commitment of selected private universities in Ogun State will increase by 0.102, 0.184, 0.110, and 0.171 respectively. Overall from the results, employee compensation has the highest relative effect on the normative commitment with a coefficient of 0.184 and t value of 6.517 followed by employee training and development ($\beta = 0.171$, $t = 5.208$, $p = 0.000$) while work life balance has the least relative effect on the normative commitment a coefficient of 0.102 and t value of 2.699. The results implied that employee retention strategies significantly affect normative commitment of selected private universities in Ogun State. On the strength of these

results (Adj. $R^2 = 0.629$, $F(5, 480) = 165.644$), the null hypothesis which states that employee retention strategies do not significantly influence normative commitment of selected private universities in Ogun State, Nigeria was rejected.

Discussion

The findings indicated that employee retention strategies do significantly influence normative commitment of selected private universities in Ogun State, Nigeria. The results affirm the studies of Olesia, Namusonge and Iravo (2015) obtained results showed that there was a significant and positive relationship between the servant leadership attribute of visioning and organisational commitment. There is much evidence that a high level of job controls increases employee's organisational commitment. Also, organisational commitment, especially normative organisational commitment, is higher when employees are allowed to be part in the decision-making process (Wasti and Can, 2008). Cole (2000) suggests that the reasons for an employee to stay are work environment, rewards, growth and development and work-life balance. Samuel and Chipunza (2009) in their study in four South African organisations on why long-serving staff had remained in their jobs found out that the four key factors that served to retain staff were training and development, challenging and interesting work, freedom for innovative thinking and job security.

Conceptually, Sohail, Muneer, Tanveer and Tariq (2011) enlightened that employee retention is an important process for organisation's performance to remain competitive. Thus, for organisations to remain competitive, they need to have in place employees who are focused, equipped with effective skills and committed to their work. It means therefore, that crafting and implementing retention practices is a core function of human resource management. It follows therefore that before implementing retention strategies, companies have to understand employee's expectations in the workplace. Employee retention strategies are initiatives taken by management to keep employees from leaving the organisation, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment (Cascio, 2003).

Moreover, the study by Arthur (1994) on effect of HR systems on manufacturing performance and turnover shows the importance of employee commitment. His finding tends to indicate that organisations that use commitment human resource systems have higher productivity and lower employee turnover than those with control system. A review by Whitener (2001) describes human resource commitment practices as those that are intended to increase effectiveness and productivity, relying on conditions that encourage employees to identify with the goals of the organisation and work hard to accomplish the goals. A study by Elizur (1996) on work values and commitment in Israel found that certain work values are correlated with commitment. The study used 144 randomly picked adult Israelis responding to a questionnaire containing 24 work values and a commitment statement: if a similar job were suggested in another place, would you leave to take the offer? The result showed that, though the correlations were generally low, many intrinsic work values such as advancement, achievement, and others and pay showed positive correlation with commitment. Remarkably, pay showed a relatively high correlation with commitment.

Summarily, this study finding are substantiated by Herzberg's theory states that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and include achievement, recognition, the work itself, responsibility, advancement, and growth. The theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfy and include company policies, salary, co-worker relations, and style of supervision (Steers and Porter, 1991). Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He designed it to increase job enrichment for employees. The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors.

Conclusion and Recommendation

This research work investigated the relationship that exists between employee retention strategies and normative commitment of academics in selected private universities in Ogun State, Nigeria. The selected employee retention strategies used in the study were work-life balance, work environment, employee compensation, employee training and development, and job security. The study revealed that employee retention strategies significantly influence normative commitment academics in selected private universities in Ogun State, Nigeria (Adj. $R^2 = 0.629$, $F(5, 480) = 165.644$). It concluded therefore that, the highlighted retention strategies are imperative towards making academics more committed towards the achievement of laid down objectives of their universities. It therefore recommended that private universities should take into consideration the retention factors which impact on the employees' commitment to the institution and improve on them so as to curb employees' desires to leave the organisation and that, university management should also consider improving on their retention strategies through seeking other factors which may play a role in enhancing the commitment of employees to the university.

References

- Abdullah, A., & Ramay, M. I. (2012). Antecedents of organizational commitment of banking sector employees in Pakistan, *Serbian Journal of Management*, 7(1), 89-102.
- Ahmadi, F., & Avajian, Z. (2011). Survey relationship between organizational citizenship and organizational commitment in public organization in Iran. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 381-394.
- Akanji, B. (2012). Realities of work life balance in Nigeria: perceptions of role conflict and coping beliefs, *Business, management and education*, 10(2), 248-263.
- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation, *Academy of Management Journal*, 33(4), 847-858.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Anis, A., Khan, M. A., & Humayoun, A. A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry, *African Journal of Business Management*, 5(17), 7316.
- Anyebe, P. A. (2011). Sentencing in criminal cases in Nigeria and the case for paradigmatic shifts, *Journal on Criminal Law and Justice*, 1, 151-196.
- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover, *Academy of Management Journal*, 37(3), 670-687.
- Asika, N. (2004). *Research methodology: A process approach*, Lagos: Mukugamu and Brothers Enterprises.
- Azeez, R. O., Jayeoba, F., & Adeoye, A. O. (2016). Job satisfaction, turnover intention and organizational commitment, *Journal of Management Research*, 8(2), 102-114.
- Bayoud, N. S., Kavanagh, M., & Slaughter, G. (2012). Corporate social responsibility disclosure and employee commitment: Evidence from Libya, *International Journal of Economics and Finance*, 4(5), 37-50.
- Bernard, B. (2012). Factors that determine academic staff retention and commitment in private tertiary institutions in Botswana: Empirical review, *Global Advanced Research Journal of Management and Business Studies*, 1(9), 278-299.
- Best, J. W., & Kahn, J. (1998). *Research in education*, New York: MJ Publishers.

- Blaauw, D., Ditlopo, P., Maseko, F., Chirwa, M., Mwisongo, A., Bidwell, P. & Normand, C. (2013). Comparing the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa, *Global health action*, 6(1), 192-227.
- Brown, S., McHardy, J., McNabb, R., & Taylor, K. (2011). Workplace performance, worker commitment, and loyalty, *Journal of Economics & Management Strategy*, 20(3), 925-955.
- Cascio, W. F. (2003). How technology facilitates virtual work arrangements, *Advances in Human Performance and Cognitive Engineering Research*, 3, 1-12.
- Chan, S. F. I. (2007). *Work-Life balance: A study on the effect of conflict and facilitation amongst Life roles on psychological well-being and quality of life of individuals in Hong, Kong: Kong*
- Chiboiwa, M. W., Samuel, M. O., & Chipunza, C. (2010). An examination of employee retention strategy in a private organisation in Zimbabwe, *African Journal of Business Management*, 4(10), 2103.
- Chipunza, C., & Malo, B. (2017). Organizational culture and job satisfaction among academic professionals at a South African university of technology, *Problems and Perspectives in Management*, (15, Iss. 2), 148-161.
- Cole, C. L. (2000). *Building loyalty workforce*, 79, 42-49.
- Coyle-Shapiro, J. A., & Morrow, P. C. (2006). Organizational and client commitment among contracted employees, *Journal of vocational behavior*, 68(3), 416-431.
- Danish, R. Q., Draz, U., & Ali, H. Y. (2015). Impact of organizational climate on job satisfaction and organizational commitment in education sector of Pakistan, *American Journal of Mobile Systems, Applications and Services*, 1(2), 102-109.
- Ejumudo, K. B. (2014). Pay reward system management and staff performance in Nigeria: A study of the Delta State civil service. *Public Policy and Administration Research*, 4(9), 79-95.
- Elizur, D. (1996). Work values and commitment, *International Journal of Manpower*. 17(3), 25-30.
- Folorunso, O. O., Adewale, A. J., & Abodunde, S. M. (2014). Exploring the effect of organizational commitment dimensions on employees performance: An empirical evidence from Academic Staff of Oyo State Owned Tertiary Institutions, Nigeria, *International Journal of Academic Research in Business and Social Sciences*, 4(8), 275.
- Guma, T. (2015). *Everyday negotiations of in/securities and risks: an ethnographic study amongst Czech-and Slovak-speaking migrants in Glasgow* (Doctoral dissertation, University of Glasgow).

- Gunu, U., Oni, E., Tsado, E., & Ajayi, O. (2013). Empirical study of training and development as a tool for organizational performance: Case study of selected banks in Nigeria, *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(859), 1-10.
- Iwu, C. G., Allen-Ile, C. O., & Ukpere, W. I. (2012). Key factors of employee satisfaction for the retention of health-related professionals in South Africa, *African Journal of Business Management*, 6(39), 10486-10506.
- Jun, M., Cai, S., & Shin, H. (2006). TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty, *Journal of operations management*, 24(6), 791-812.
- Lo, M. C., Ramayah, T., & Min, H. W. (2009). Leadership styles and organizational commitment: a test on Malaysia manufacturing industry, *African Journal of Marketing Management*, 1(6), 133-139.
- Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job satisfaction and organisational commitment of employees in the information technology environment, *Southern African Business Review*, 15(1).
- Meyer, J. & Smith, C. (2003). HRM practices and organisational commitment: Test of a mediation model, *Canadian Journal of Administrative Sciences*, 17, 319-331.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.
- Milkovich, G.T. & Newman, J. M. (2005). *Compensation*, Boston: Irwin McGraw-Hill.
- Naris, S. N., & Ukpere, W. I. (2010). Mentoring programmes for academic staff at the Polytechnic of Namibia, *African Journal of Business Management*, 4(3), 350-356.
- Ndibe, B. C. (2014). Effect of Employees Training on Organizational Performance in Soft Drinks Bottling Companies in Enugu State, Nigeria, *Faculty of Business Administration, University of Nigeria Enugu Campus*.
- Nelson, B., & Spitzer, D. R. (2003). *The 1001 rewards & recognition fieldbook: the complete guide*. Workman Publishing.
- Newstrom, J. W. (2011). *Organizational behavior* (13th ed.). New York, NY: McGraw-Hill
- Ng'ethe, J. M. (2014). *Determinants of academic staff retention in public universities in Kenya* (Doctoral dissertation).
- Olalere, T. O., & Adenugba, A. A. (2013). Human capital development in First Bank of Nigeria PLC., *Mediterranean Journal of Social Sciences*, 4(2), 783-783.

- Olesia, W. S., Namusonge, G. S., & Iravo, M. E. (2013). Influence of Visioning on Organizational Commitment in Kenyan State Corporations, *IOSR Journal of Humanities And Social Science*, 20(5), 8-15.
- Ololube, N. P. (2017). The place of school as a formal organization and the quality of Nigerian education: A systems approach, *Journal of Education and Society*, 7(1), 40-56.
- Osibanjo, A. O., Adeniji, A. A., Falola, H. O., & Heirsmac, P. T. (2014). Compensation packages: A strategic tool for employees' performance and retention, *Leonardo Journal of Sciences*, (25), 65-84.
- Pienaar, C., & Bester, C.L. (2008). Retention of Academics in the Early Career Phase, *SA Journal of Human Resource Management*, 6(2), 32-52.
- Rahman, M. S. (2013, June). Impact of distributed generation and series compensation on distribution network. In *2013 IEEE 8th Conference on Industrial Electronics and Applications (ICIEA)* (pp. 854-859). IEEE.
- Robbins, S. P., Judge, T. A., & Sanghi, S. (2007). *Organizational Behavior [with CD]*. Prentice-Hall of India.
- Saklani, D. R. (2004). Quality of work life in the Indian context: An empirical investigation, *Decision (0304-0941)*, 31(2).
- Sanderson, K., & Cocker, F. (2013). Presenteeism: Implications and health risks, *Australian Family Physician*, 42(4), 172-189.
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on work-life balance, *American Journal of Industrial and Business Management*,
- Shobitha, P., & Sudarsan, N. (2014). Work life balance: A conceptual review, *International Journal of Advances in Management and Economics*, 3(2), 1-17.
- Sohail, N., Muneer, A., Tanveer, Y., & Tariq, H. (2011). Losing your best talent: Employee retention the dilemma of the textile industry. A case textile sector. *Interdisciplinary Journal of Contemporary Research in Business*, 3(8), 896-906.
- Steers, R. M., & Porter, L. W. (1991). Work and motivation: some concluding observations. *Motivation and work behavior*, 573-582.
- Uwem, I. E., Egwuonwu, T. K., Kabuoh, M. N., & Ekwoaba, J. O. (2016). Employee silence, work motivation and organizational performance: a study of a typical cleaning services company in Lagos State. *International Journal of Advance Studies in Ecology, Development & Sustainability*, 4(1), 84-99.

- Wasti, S. A., & Can, Ö. (2008). Affective and normative commitment to organization, supervisor, and coworkers: Do collectivist values matter?, *Journal of Vocational Behavior*, 73(3), 404-413.
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling, *Journal of management*, 27(5), 515-535.
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418-428.
- Woo, S. E., & Allen, D. G. (2014). Toward an inductive theory of stayers and seekers in the organization, *Journal of Business and Psychology*, 29(4), 683-703.
- Yousaf, S., Latif, M., Aslam, S. & Saddiqui, A. (2014). Impact of financial and non-financial rewards on employee motivation, *Middle-East Journal of Scientific Research*, 21(10), 1776-1786.