

**ECONOMIC IMPACT OF MOTIVATION ON LABOUR TURNOVER
(A CASE STUDY OF BOWEN UNIVERSITY, IWO OSUN STATE, NIGERIA.)**

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Abstract

This study examines the "economic impact of motivation on labor turnover" using Bowen University in Iwo, Osun State, Nigeria as a case study. The study's goals are to determine the employee's perception of the motivation strategies used at Bowen University, the impact of these strategies on employees' performance there, the different motivational options available there, the frequency of voluntary resignations among Bowen University employees, and the suitability or otherwise of these motivational variables with a view to minimize this. Questionnaires were utilized as the data collecting tool, descriptive analysis was performed to evaluate the study's main premise, and chi-square was employed. The study's findings indicate that motivation has an effect on labor turnover, which means that more motivation will lower the rate or cost of labor turnover at Bowen University. Based on the results of this study, we therefore advise creating an equal empowerment platform for all employees in order to increase productivity and decrease labor turnover. We also advise putting in place employee development programs, such as in-service training and further education, in order to motivate

employees and boost productivity. Finally, we advise giving promotions to employees as soon as they are due and praising them for a job well done, all of which will help reduce the rate of labor turnover.

Keywords: Motivation, Labour Turnover, Human Resources Management

Introduction

In order for an organization to increase productivity and performance, researchers in the disciplines of organizational behavior (OB) and traditional human resource management (HRM) have continuously emphasized the need of inspiring people to find job happiness. It seems sense that if workers don't love their jobs, it will hinder the organization's ability to fulfill its objectives. According to Robbins, Judge, Odendaal, and Roodt (2019), the majority of African organizations' staff members are dissatisfied with their jobs, which has led to low levels of commitment on their part to their work and the accomplishment of organizational objectives. However, satisfaction is only a portion of the solution to the issue of high employee turnover. Other determining criteria include, among others, the worker's age, likelihood of finding another employment, and financial responsibilities. The frequency of labor turnover may occasionally be viewed as a measure of a company's ability to secure employee satisfaction. There will always be some employee turnover. Separation comes through illness, accidents, age, death, and a number of other personal factors. Although workers are eternal learners and constantly fresh to the company, excessive labor turnover can significantly lower productivity, demoralize incumbents, and harm an organization's reputation, all of which have a negative impact on the organization's ability to continue operating.

Discord with internal motivation is described as one of the causes of turnover by Blohlávek (2018) and Jenkins (2019). It means that management should be worried about the level of employee turnover in their company and assess whether it is at a healthy or unhealthy level.

Kazaza (2018) asserts that more motivation leads to greater production. Lack of sufficient human behavior motivation will result in unclear objectives, issues with fulfillment, and a lack of organizational effectiveness. It is also unrealistic to expect employees to stay with the company. Soft skills in human resource management, which are currently a dominant trend in global management, include the capacity of managers to inspire their subordinates (Stblo, 2019). The duties and responsibilities of the human resources division have recently been transferred to line managers and supervisors.

Today's manager is expected to supervise, mentor, assist, and develop both his or her employees and subordinates. Human resource management is centered on the defining of the motivation role and its relevance due to the growing significance of good work motivation. Therefore, identifying the motivational concepts that best represent this troubling situation within human resource management in enterprises forms the foundation of the goal. Despite the importance of motivation as a key factor in employee retention and productivity, most managers in the workplace frequently underuse it (Bassel, Dicks, Wysocki & Kepner, 2019).

Here, staff retention refers to taking the required steps to motivate employees to stay with the company for the longest possible time. Corporate organizations, particularly those in the educational sector, have a lot of issues with employee retention and productivity (Onodugo, Kalu and Anowor, 2013). There is no shortage of prospects for a competent worker, so many organizations would be hunting for him. No firm can reach its goal under frequent or extraordinary

worker turnover, therefore keeping them on board is even more crucial than just hiring them (Becton, Wysocki & Kepner, 2018). Employees in Nigeria are consistently denied of their physiological needs due to wage instability, delayed salary payments, and other factors, rather than providing mechanisms by which workers are inspired and retained for successful job performance.

fringe perks and this behavior have an impact on their productivity at work. Additionally, this condition is to blame for low morale among employees and the adoption of alternative means of support, even if such means include undermining their employers (Ushie, Agba, Agba & Best, 2020). The prevailing condition of oddity and discontent is not impacted by the university lecturers in Nigeria. The lecturers dislike their current positions. Strikes occur often, and there is a significant percentage of labor turnover. One of the issues Nigerian university administrations is dealing with is the high incidence of faculty turnover (Anowor et al, 2023). The available data shows that professors typically leave their jobs as a result of unsatisfactory circumstances including low motivation and subpar working environment. The study's particular goals are to: i. evaluate how employees at Bowen University perceive the university's use of motivational techniques. ii. determine how motivational tactics affect workers' performance at Bowen University. iii. list the several incentive techniques that Bowen University workers can use. iv. Determine the percentage of workers at Bowen University who voluntarily leave their jobs. Examine whether or not these motivating factors are adequate with a view to reducing labor turnover at Bowen University.

Empirical Review

The effect of human resource management strategies on employee turnover, productivity, and business financial performance was examined by Huselid (2019). He used a

questionnaire approach to gather data from 1200 publicly held U.S. companies, including those with more than 100 employees. To determine how several factors (such as the rate of turnover, employee separation and pay, benefits and working conditions, productivity, and cooperative financial success) affected employee outcomes, he employed the correlation approach (turnover and productivity). He looked into how high-performance work habits affected a company's financial success, staff turnover, and productivity. Abeysekera (2020) looked into and empirically assessed the potential effects of human resource practices (realistic job information, job analysis, work-family balance, career development, compensation, and Supervisor support) on marketing executive intention to leave or turnover in Sri Lankan leasing companies. He collected data using the administrator questionnaire method, and the sample consisted of 100 marketing executives from 10 different Sri Lankan leasing enterprises. He used regression analysis and determined that variables such as job analysis, career development, compensation, and realistic job information were negatively correlated with marketing executives' intentions to leave, while the work-family balance was not. He also determined that compensation and job analysis have a significant impact on marketing executives' intentions to leave.

Samad (2019) investigated the link between job characteristics, job satisfaction, and desire to leave the workforce and defined the role of demographic factors in human population groups broken down by age, sex, income, etc. He gathered the information from 292 Malaysian telco IT employees. He utilized the correlation approach to determine which variable—work satisfaction, skill diversity, task identity, task importance, autonomy, and

feedback—has a substantial influence on turnover intentions. He also specified demographic factors, job characteristics, and job satisfaction.

The impact of work satisfaction on employee motivation and turnover intentions was examined by Bloch (2020). Using a questionnaire approach, he collected data from 250 workers from various firms on seven criteria. To determine the impact of variables (physical environment, task design, reward and reinforcement, supervisory assistance and coaching, social norms, and organizational culture) on work satisfaction, employee motivation, and turnover intentions, he employed correlation analysis. He identified greater motivation and decreased intents of turnover as effects of job satisfaction.

In the Pakistani banking industry, Tahir (2018) looked on the intrinsic and extrinsic compensation mechanisms. He described the relationship between remuneration and motivation as being direct and beneficial, emphasizing the improvement of employee morale, retention, and productivity. He looked at how intrinsic elements like the work itself, professional growth, autonomy, and delegation play a significant influence in the motivating process. The examination of the results reveals a relationship between employee performance and motivation and both intrinsic and extrinsic (monetary and non-monetary) factors of remuneration.

The impact of employee motivation theories on staff retention within a company was examined by Ramlall (2020). He employed the questionnaire approach to gather data on seven variables from 1070 workers, and then he used correlation analysis to determine their effects (employee needs, work environment, duties, supervision, fairness and family, effort, and

employee growth). The work environment, supervision, and employee development are the critical elements among the relevant motivation theories and the implementation for developing and enhancing the level of employee motivation and developing employee retention practices, according to his research, whereas the effect of other variables is not significant. He suggested that organizations concentrate on these elements to improve motivation. He emphasized the exceptional relevance or significance of an organization's important people being retained.

Sutton (2019) looked into how employee perks might lower turnover in the service industry. Using the questionnaire method, he gathered information on four characteristics from 100 businesses. In order to determine the impact of four variables (wages), he employed correlation approach. On employee turnover, salaries, insurance benefits, and retirement plans. He discovered that earnings are the most important motivating variables. Pay, insurance advantages, and retirement plans. He suggested and named motivating variables, which serve to create a positive work environment and influence employee job satisfaction and decision-making concerning turnover. The findings indicated that the most important and effective criteria in businesses for keeping employees were strong insurance and retirement programs.

Benson (2019) looked into how employee development affected commitment and turnover intentions in the manufacturing industry. He used the questionnaire approach to get information from 2573 workers on three criteria. To determine the impact of three factors (on the job training, off the job training, and promotions) on employee turnover, he employed regression analysis. Promotions, as opposed to other factors, have the greatest

impact on employee turnover, according to this researcher. He said that the greatest way to increase commitment and decrease turnover intentions is via development activities like on-the-job training and off-the-job training. Employee motivation and commitment grow with employee development, which leads to fewer employee departure intentions.

The effects of cooperative remuneration and benefit policies on employee attitudes, behavior, and cooperative profitability were studied by Schiemann (2020). He used the questionnaire method to get information from 884 workers on five variables. The impact of five factors (demographic changes, family composition, education, fear of insolvency, and employee values) on employee attitude and behavior was examined using the regression approach. He discovered that the demographic changes, family structure, education, the fear of insolvency, employee values, and boosting employee motivation are the most important elements that influence employee attitude and behavior. These aspects also lead to decreased intention of turnover.

Karp and Nickson in 2019 looked at the impact of motivator-hygiene deprivation as a predictor of work turnover. They surveyed the workforce to get data on twelve different factors. The correlation technique was used to analyze the effects of 12 factors (Achievement, Recognition, Work itself, Advancement, Responsibility, Possibility of Growth, Company Policy and Administration, Salary, Supervision, Interpersonal Relations Supervisor and Peer, Working Conditions) on employee turnover. They found that the two most crucial traits are a lack of desire and poor cleanliness, and they believe that both a lack of motivation and poor hygiene ratings have a strong correlation with turnover. Bhatti and Qureshi (2017) investigated the relationship

between employee engagement and job satisfaction. For Pakistan's banking, oil and gas, and telecommunications industries, consider employee loyalty and productivity. They used a questionnaire approach to get information from 34 companies on one variable. To determine the impact of one variable (employee involvement) on work satisfaction, employee commitment, and employee productivity, researchers employed the correlation and regression techniques. They discovered a major component that has an impact on employee commitment, work happiness, and productivity. They advocate for productivity and efficiency, supposing a direct link between an employee's participation in decision-making and professional results like an improvement in job satisfaction and productivity. Contributing to decision-making may meet employees' requirements, which will boost motivation and work output. The study's findings show a favorable correlation between employee engagement and work satisfaction, as well as between job satisfaction and employee commitment, productivity, and turnover.

Koster, de grip, and Fouarge (2019) looked at the relationship between perceived employee development assistance and personal turnover. Using a questionnaire approach, they gathered information on perceived support for employee growth from 2833 respondents online. In order to determine how perceived staff development assistance affected turnover, researchers employed correlation and regression techniques. In this study, it was determined if organizations' investments in workers' general competencies might encourage staff retention and lower it in Dutch businesses and other service industries. They advise businesses to expand general training programs that promote work happiness in order to lower turnover.

Shis and Chen Jen (2018) looked at how employee employment outcomes are impacted by supervisory reward authority. They used a questionnaire approach to gather information on supervisory reward power from 152 executive students at Taiwanese universities. To determine the impact of three variables—supervisory reward power, job motivation, and supervisory commitment—on employee outcomes, researchers employed the correlation approach. They contend that when work incentive and supervisory commitment combine, employees will commit to their managers and put forth more effort on the job to support organizational goals.

Theoretical Framework

Content Theory of Motivation

The content theory of motivation serves as the foundation for this essay. A Theory of Human Motivation by Abraham Maslow was released in 1943, not long after Fritz Roethlisberger's 1941 book *Management and Morale*, which provided a detailed summary of the Hawthorn experiments. One of the most well-known and often mentioned books on motivation, Maslow is regarded as the originator of the needs-based motivation theory (Denhardt., 2008; Onodugo et al, 2019). Maslow established a five-level hierarchy of requirements that he stated are essential for an individual to reach total satisfaction, or what he called a "self-actualized being." Physical, safety, love, esteem, and self-actualization needs are among them. Human requirements relating to one's body are the most basic and essential for living. These include food, shelter, water, and breathing. In order for our lives to be stable and predictable, we must have access to resources, jobs, and the personal and financial security we require. Love and belonging needs are mostly met through interpersonal connections such as friendship,

family, and intimacy (Agbarakwe and Anowor, 2018). Our requirements for respect, self-worth, and a sense of belonging are reflected in our demands for esteem.

Last but not least, self-actualization is the state that a person reaches after all other needs have been met. Maslow lists fifteen characteristics that self-actualized people exhibit, making it challenging to condense the precise meaning of this state. Some of the traits are as follows: accepting oneself, others, and nature; being spontaneous; and being independent of environment and society; the mystical experience The subject was somewhat changed and strengthened even in his daily life by such experiences, with feelings of limitless horizons opening up to the vision, the feeling of being simultaneously more powerful and also more helpless than one ever was before, the feeling of ecstasy and wonder and awe, the loss of placement in time and space, and, finally, the conviction that something extremely important and valuable had happened. Until all of the individual's needs are satisfied through self-actualization, each need, or level, is satisfied in turn and acts as motivation. Maslow stressed that people will typically be driven to pursue each need in the order listed, but

He said that the hierarchy's order is "not nearly as rigorous as we may have assumed" and that some people would prioritize their requirements differently (Maslow, 1946). The present theory must therefore be viewed as a suggested program or framework for future research and must stand or fall, not so much on facts available or evidence presented, as upon researches yet to be done, researches perhaps suggested, by the questions raised in this paper. It is important to keep in mind that Maslow himself realized that his hierarchy of needs was more theoretical than normative. As a result, several writers have built on Maslow's ideas.

Perhaps the most well-known academic to transform Maslow's requirements hierarchy into a clear statement of the fundamental presumptions behind the organizational behavior approach (Ott ., 2007). Two perspectives of how managers see and consequently treat employees were presented by McGregor. Every hypothesis is an employee-related management premise. According to the widely held opinion, McGregor's major argument is that some ideas have a tendency to become self-fulfilling. According to Theory X, employers assume that employees need to be managed and controlled since they are seen as being unmotivated, self-centered, and credulous. Managers who hold these presumptions think it is their responsibility to organize the work of their subordinates. These presumptions may breed distrust and finally result in scale-related inefficiencies. Since Taylor and Simon (1997) concentrate on organizations as completely rational systems, this theory is in line with their writings. (Scott & Davis, 2007). Employees, according to Theory Y, are competent, self-reliant, and self-directed. They are open to change, organizational progress, and self-improvement, and they accept and seek responsibility. According to the Theory Y premise, managers think that doing well is motivating in and of itself. Additionally, managers are more likely to foster a favorable working environment with their employees (McGregor, 1957).

Data Collection Procedure

Primary sources will be used to gather the data for this project. The questionnaire survey approach will be used to get the data. There would be two sections to the questionnaire. The first component focuses on the respondents' personal information, and the second half is concerned with the study's topic. Staff

members will get copies of a structured questionnaire created for the study.

They are a part of Bowen University's sample frame. The researcher would next gather completed questionnaires from the different respondents in order to evaluate the data with the proper statistical instrument(s), such as tables, charts, and straightforward mathematical computations like the basic percentage approach and chi-square.

Estimating Technique

On the data gathered, the proper statistical methods and percentages will be used for the study. To test the hypothesis, data or information will be analyzed using the chi-square technique. A hypothesis is a speculative explanation of a phenomena that serves as the foundation for more research. So, a hypothesis' overarching goal is to provide a clearer picture of the issue being investigated. Simply put, testing a hypothesis involves determining whether to accept or reject it. The initial hypothesis, also known as the null hypothesis, is always expressed in the negative form and states the exact opposite of the subject being examined. Alternative Hypothesis is the second anticipated conflicting conclusion.

H₀: At Bowen University, motivation has little effect on employee turnover.

The following procedures are utilized for the hypothesis tests: building of tables; value of constructing a statistical table with $x=2$; establishing the estimated value of x^2 .

The formula is used to compute the chi-square (x^2).

$$x^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where, x^2 = Chi-square

Σ = Notation sign for sigma

f_o = Observed frequency

f_e = Expected frequency

The expected frequency is the probability of getting each cell in the whole distribution. The actual response is the observed frequency, which are from the respondent.

Degree of Freedom (DF) = (R – 1) (C – 1)

Where, R is the number of rows in the classification

C is the number of columns in the classification

The assumed level of significant is 0.05 that is 95% or 0.01 that is 99%.

Decision Rule hypothesis (H_0) if the Chi-square (x^2) calculated value is greater than the Chi-square (x^2) tabulated value.

We accept the Null hypothesis (H_0) and reject the Alternative hypothesis (H_1) if the Chi-square (x^2) tabulated value is greater than the Chi-square (x^2) calculated value.

We accept the Alternative hypothesis (H_1) and reject the Null

Results and discussion of findings

Data Presentation

This section focuses on the display of data obtained via administering questionnaires that the respondents thoughtfully filled out. As the variables occur in the questionnaire, they will be examined in tabular form, and significant conclusions about the subject matter will be

made from the replies. Pie charts and bar charts will also be used to display the responses.

Table 1.3: Educational Qualification

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
OND/NCE	9	6.0	6.0
B.SC/HND	51	34.0	40.0
M.SC	69	46.0	86.0
PHD	21	14.0	100
Total	150	100	

Source: Field Survey (2021)

The respondents' educational backgrounds are shown in the table above. The table shows that 9 respondents, or 6.0%, have an OND or NCE, indicating that they are part of the non-teaching or administrative staff. 51 respondents, or 34.0%, have a B.SC. or HND, 69 respondents, or 46.0%, have an M.SC., and 21 respondents, or 14.0%, have a Ph.D. The majority of responders had an M.SC, as seen in the table.

Table 1.5: Years of Service

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
0 – 5 years	91	60.7	60.7
6 – 15 years	48	32.0	92.7
16 and Above	11	7.3	100
Total	150	100	

Source: Field Survey (2021)

The above table revealed that 91 respondents representing 60.7% have worked in the institution between 0 – 5 years; 48 respondents representing 32.0% have worked between 6 – 15 years and 11 respondents representing 7.3% have worked above 16 years. This shows that majority of the employees fall between the

categories of 0 – 5 years' experience in Bowen University Iwo, Osun State.

Table 1.6: Faculty Distribution

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
SMS	33	22.0	22.0
SSE	28	18.7	40.7
HUMANITIES	17	11.3	52.0
AGR	15	10.0	62.0
CHS	12	8.0	70.0
LAW	14	9.3	79.3
ADMIN	31	20.7	100
Total	150	100	

Source: Field Survey (2021)

The distribution of respondents by professor is seen in the table above. The Faculty of Social and Management Science received 33 respondents, or 22.0% of the total; the Faculty of Science and Sciences Education received 28 respondents, or 18.7%; the Faculty of Humanities received 17, or 11.3%; the Faculty of Agriculture received 15, or 10.0%; the Faculty of College of Health Sciences received 12, or 8.0%; the Faculty of Law received 14, or 9.3%; and the Faculty of Law received 31 respondents, or 20.7%.

Table 1.7: Staff Membership

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Teaching Staff	90	60.0	60.0
Non-teaching Staff or Administrative Staff	60	40.0	100
Total	150	100	

Source: Field Survey (2021)

The table above presents the staff membership of respondents. 90 respondents representing 60.0% are teaching Staff while 60 respondents representing 40.0% are non-teaching or administrative staff.

SECTION B

Table 2.1: Does the school administration inform employees of various issues affecting the school?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Yes	65	43.3	43.3
Not Often	60	40.0	83.3
No	25	16.7	100
Total	150	100	

Source: Field Survey (2021)

The table above shows the response on the administration informing employees of various issues affecting the school. 65 respondents representing 43.3% said Yes; 60 respondents representing 40.0% said Not Often while 25 respondents representing 16.7% said No. This analysis shows that to some extent the school administration informs employees of various issues affecting the school. It is advised that the management should inform employees of various issues affecting the school more often. This will help motivate them and reduce the rate of labour turnover.

Table 2.2: Does the administration solicit for feedback from employees when issues are shared with the employees?

Response Option	Frequency	Percentage (%)	Cumulative
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			Percentage (%)
Yes	56	37.3	37.3
Not Often	64	42.7	80.0
No	30	20.0	100
Total	150	100	

Source: Field Survey (2021)

The table above shows the response on solicitation of feedback from employees when issues are shared with employees. 56 respondents representing 37.3% said Yes; 64 respondents representing 42.7% said Not Often; 30 respondents representing 20.0% said No. This analysis shows that the management does not often solicit for feedback from employees when issues are shared with them. As a strategy to motivate employees to delivery, it is expected that every member of employee is well informed as to what is to be achieved and his or her contribution to make towards that achievement, and this can be done by soliciting for feedbacks from the employees. This will help reduce the rate of labour turnover.

Table 2.3: How far are you satisfied with the administration acceptance to divergent views of employees in addressing issues?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Highly Satisfied	6	4.0	4.0
Satisfied	50	33.3	37.3
Neutral	57	38.0	75.3
Dissatisfied	36	24.0	99.3
Highly Dissatisfied	1	0.7	100
Total	150	100	

Source: Field Survey (2021)

The table above shows how satisfied employees are with the administration acceptance to divergent views of employees in addressing issues. 6 (4%) are highly satisfied, 50 (33.3%) are satisfied, 57 (38.0%) remained neutral, 36 (24.0%) are Dissatisfied while 1 (0.7%) is highly dissatisfied. This analysis shows that majority of the respondent stayed on the fence i.e they were neutral.

Table 2.4: Do you agree that employees are given equal empowerment as a form of motivation to perform?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	7	4.7	4.7
Agree	60	40.0	44.7
Disagree	66	44.0	88.7
Strongly Disagree	17	11.3	100
Total	150	100	

Source: Field Survey (2021)

The table above shows the response on equal empowerment as a form of motivation to perform. 7 (4.7%) strongly agree; 60 (40.0%) agree; 66 (44.0%) disagree and 17 (11.3%) strongly disagree. The analysis shows that 44% and 11.3% of the respondents disagree and strongly disagree respectively, this implies that 55.3% which is more than half of the respondent disagree that equal empowerment are given to all employees. This affects the performance of employees and increases the rate of labour turnover.

Table 2.5: Are you able to perform to the expectation of administration without being motivated?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Yes	107	71.3	71.3

No	43	28.7	100
Total	150	100	

Source: Field Survey (2021)

The above table shows that 107 (71.3%) respondents believe that they are able to perform to the expectation of the administration without being motivated while 43 (28.7%) are not able to perform without being motivated. The administration should seek to motivate all its staff so as increase performance and reduce the rate of turnover.

Table 2.6: Do you think that incentives and other benefits will influence your performance?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Influence	117	78.0	78.0
Does not Influence	19	12.7	90.7
No Opinion	14	9.3	100
Total	150	100	

Source: Field Survey (2021)

The table above presents the responses of respondents on the influence of incentives and other benefits on their performance. 117 (78.0%) said incentives and other benefit will influence their performance; 19 (12.7%) said it does not influence while 14 (9.3%) have no opinion. From the table it can be deduced that respondents would be highly influenced on their performance as incentives and other benefits were the determining factors. 78% are influenced by incentives and other benefits given to such employees. Therefore, the management should put in place more benefits and incentives to improve employee's

performance and reduce the rate of labour turnover.

Table 2.7: How often do you receive feedback from your departmental head after putting up your views and opinions on issues affecting employees?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Very Often	38	25.3	25.3
Quite Often	41	27.3	52.6
Often	41	27.3	79.9
not often at all	30	20.1	100
Total	150	100	

Source: Field Survey (2021)

It is believed that employees normally receive feedback from their departmental heads after an issue affecting employees has been resolved. Responds to how often employees receive feedback suggests that 25.3% receives it very often, 27.3% - quite often, 27.3% - often and 20.1% not often at all. Therefore, this is in place in the institution.

Table 2.8: Does the administration involve you in decision making which are connected to your department?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Yes	48	32.0	32.0
No	41	27.3	59.3

Occasionally	61	40.7	100
Total	150	100	

Source: Field Survey (2021)

From the table 48 (32%) of the respondent said that the management involve them in decision making, 41 (27.3) said no, while 61 (40.7) said the management involve them occasionally in decision making connected to their department. The management should try to involve employees more often in decision making, because this will show that the management see the employees as part of the institution and want their ideas in decision making. This will help to improve performance and reduce the rate of turnover.

Table 2.9: Do you agree to the statement that “The Management is really interested in motivating the employees?”

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	10	6.7	6.7
Agree	56	37.3	44.0
Disagree	42	28.0	72.0
Neither Agree nor Disagree	36	24.0	96.0
Highly Disagree	6	4.0	100
Total	150	100	

Source: Field Survey (2021)

The above shows if employees agree to the statement that the management is interested in motivating its staff. 10 (6.7%) strongly agree; 56(37.3%) agree; 42 (28.0%) disagree; 36 (24.0%) neither agree nor disagree while 6 (4.0%) highly disagree. Management interest in motivation its employees would lead to

employees' commitment, improve productivity and profitability as the institution would have a high-skilled employees that help in effective organizational performance.

Identification of the motivational factors.

The objective of this study is to identify the relevant motivating factors which affect the improved performance of employees and helps to reduce the rate of turnover in the institution. This section seeks to identify if these motivational factors are used in Bowen University, the responses of respondents are shown below.

Table 2.10.1: Reasonable periodical increase in salary

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	22	14.7	14.7
Agree	53	35.3	50.0
Neutral	40	26.7	76.7
Disagree	30	20.0	96.7
Strongly Disagree	5	3.3	100
Total	150	100	

Source: Field Survey (2021)

One of the motivational variables is Reasonable Increase in Salary. 22(14.7%) of the respondents strongly agree; 53(35.3%) agree; 40(26.7%) were neutral; 30(20.0%) disagree while 5(3.3%) strongly disagree. This analysis shows that the management use reasonable increase in salary as a motivation factor to improve the performance of workers. It can therefore be concluded that majority of the respondent agree that reasonable increase in salary is used in Bowen and this helps to improve productivity and reduce labour turnover.

Table 2.10.2: Job security exist in the institution

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	12	8.0	8.0
Agree	61	40.7	48.7
Neutral	41	27.3	76.0
Disagree	31	20.7	96.7
Strongly Disagree	5	3.3	100
Total	150	100	

Source: Field Survey (2021)

Job security is another motivating variable. 12(8.0%) of the respondents strongly agree that job security exist in the institution; 61(40.7%) agree; 41(27.3%) were neutral; 31(20.7%) disagree while 5(3.3%) strongly disagree. This shows that the management use job security as a means to motivate its workers because from the analysis job security is in place in that is employees are assured of a secured job. Therefore, we see that job security helps to reduce labour turnover.

Table 2.10.3: Good relationship with co-workers

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	25	16.7	16.7
Agree	99	66.0	82.7
Neutral	15	10.0	92.7
Disagree	9	6.0	98.7
Strongly Disagree	2	1.3	100
Total	150	100	

Source: Field Survey (2021)

From the above table 25 (16.7%) strongly agree that there is a good relationship with co-workers; 99(66.0%) agree; 15 (10.0%) were

neutral; 9 (6.0%) disagree while 2 (1.3%) strongly disagree. This analysis shows that there is a good and cordial relationship among co-workers and this helps to improve performance and reduce rate of turnover.

Table 2.10.4: Effective performance appraisal systems

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	7	4.7	4.7
Agree	55	36.7	41.4
Neutral	54	36.0	77.4
Disagree	30	20.0	97.4
Strongly Disagree	4	2.6	100
Total	150	100	

Source: Field Survey (2021)

Performance evaluations are listed as a motivating element in the previous table. Seven (4.7%) of the respondents firmly concur that performance reviews are used in the organization; A total of 30(20.0%) disagree, 55(36.7%) agree, 54(36.0%) were neutral, and 4(2.6%) strongly disagreed. This demonstrates that management gives appreciation to employees when they work well, but they should make sure it happens frequently since it increases output and lowers turnover rates.

Table 2.10.5: Promotional opportunities in the institution

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	14	9.3	9.3
Agree	78	52.0	61.3
Neutral	38	25.3	86.6
Disagree	17	11.3	97.9
Strongly Disagree	3	2.1	100
Total	150	100	

Source: Field Survey (2021)

Promotional opportunities are included as a motivating element in the table above. Promotional chances are available at the institution, according to 14 (9.3%) of the respondents; 78 (52.0%) agree; 38 (25.3%) were neutral; 17 (11.3%); and 3 (2.1%) strongly disagree. This demonstrates how management uses promotions as a motivating factor to boost employee performance. However, administrative and non-teaching staff must work in the system for three years prior to promotion, while teaching staff promotions are contingent on the quantity of articles and journals they produce and publish.

Table 2.10.6: Good safety measures adopted in the institution

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	11	7.3	7.3
Agree	68	45.3	52.6
Neutral	49	32.7	85.3
Disagree	21	14.0	99.3
Strongly Disagree	1	0.7	100
Total	150	100	

Source: Field Survey (2021)

The table above enlist good safety measures as a motivational variable. 11(7.3%) strongly agree that there are good safety measures adopted in the institution; 68(45.3%) agree; 49(32.7%) were neutral; 21 (14.0%) disagree while 1(0.7%) strongly disagree. This shows that good safety measures are in place in the institution and it helps to motivate employees.

Table 2.10.7: Performance appraisal activities are helpful to get motivated.

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
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Strongly Agree	25	16.7	16.7
Agree	98	65.3	82.0
Neutral	16	10.7	92.7
Disagree	10	6.6	99.3
Strongly Disagree	1	0.7	100
Total	150	100	

Source: Field Survey (2021)

The above table shows that majority of the respondent agree that performance appraisal activities are helpful to get motivated. Therefore, the management should use performance appraisal activities to motivate their employees so as to increase productivity and reduce the rate of turnover.

Table 2.10.8: Support from the co-worker is helpful to motivate

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	45	30.0	30.0
Agree	92	61.3	91.3
Neutral	7	4.7	96.0
Disagree	4	2.7	98.7
Strongly Disagree	2	1.3	100
Total	150	100	

Source: Field Survey (2021)

The above table uses encouragement from coworkers as a motivator. 45 of the respondents (30.0%) firmly concur that encouragement from coworkers helps to inspire; 92 people (61.3%) are in agreement; 7 people (4.7%), 4 people (2.7%), and 2 people (1.3%) strongly disagree. This investigation demonstrates that employees get along well with one another and look out for one another. The management

should foster this connection since it results in higher production and a lower turnover rate.

Table 2.10.9: Institution recognizes and acknowledges your work.

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	18	12.0	12.0
Agree	66	44.0	56.0
Neutral	45	30.0	86.0
Disagree	18	12.0	98.0
Strongly Disagree	3	2.0	100
Total	150	100	

Source: Field Survey (2021)

Recognition and appreciation are included as driving factors in the table above. 18 (12.0%) of the respondents firmly concur that the organization acknowledges and appreciates their contribution; In contrast to the indifferent 45 (30.0%), the strongly disagreeing 18 (12.0%), and the agreeing 66 (44.0%). This investigation demonstrates that giving employees recognition and acknowledgment has a good impact on their performance. As a result, management should make sure that workers receive the proper credit for any outstanding effort since it will increase productivity and lower turnover.

Table 2.11: Do you agree that motivation serves as a factor to measure employee performance?

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Strongly Agree	63	42.0	42.0
Agree	76	50.7	92.7
Disagree	7	4.7	97.4
Strongly Disagree	4	2.6	100
Total	150	100	

Source: Field Survey (2021)

This was the result of a question asking respondents whether or not motivation was a factor in determining how well employees performed. In order to improve employee performance and lower labor turnover, 92.7% of respondents said that motivation is the most important factor to take into account. Only 7.3% of respondents disagreed that employee motivation is the primary component in ensuring employee performance and, thus, raising productivity.

Table 2.12: Frequency in Changing Jobs

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Never Change	45	30.0	30.0
Once	60	40.0	70.0
More than once	31	20.7	90.7
Frequent	14	9.3	100
Very Frequent	0	0.0	
Total	150	100	

Source: Field Survey (2021)

The above table presents employees frequency in changing jobs. 45 (30.0%) have never changed job; 60 (40.0%) have changed once; 31 (20.7) have changed more than once; 14 (9.3%) change jobs frequently while none is very frequent.

Table 2.13: Rank

Response Option	Frequency	Percentage (%)	Cumulative Percentage (%)
Salary Increase	59	39.3	39.3
Promotion	44	29.3	68.6
Recognition	32	21.3	89.9
Motivational Talks	15	10.1	100
Total	150	100	

Source: Field Survey (2021)

Once more, respondents were asked to rate the following elements that most drive them and aid in improving performance.

From the above data, it can be concluded that wage increases, which may significantly boost productivity and lower turnover, are what drive employees the most. This accounts for 39.3% of the total, followed by promotion at 29.3%. Therefore, it implies that remuneration and promotion are the two most important elements that motivate employees to give their all-in order to improve performance and, consequently, production. These factors also aid in lowering the rate of labor turnover.

The following factor in that order, recognition, which is likewise crucial to motivating workers to achieve employer expectations, accounts for 21.3%. In order to improve performance, managers must persuade their staff to go above and beyond the call of duty. Speaking motivational to employees, which accounts for 10.1%, is equally crucial. It should be highlighted that while encouraging employees, non-financial considerations should be taken into account. This should take the shape of praising and awarding workers for their outstanding job in the present of all workers, recognizing diligent workers, and establishing best employee award programs. Employee performance will be motivated by this, increasing productivity.

Therefore, there is a clear connection between motivation and effectiveness. Employees will undoubtedly perform above expectations when they are motivated according to what makes them want to boost productivity. A lukewarm attitude toward work will prevent employees from giving their best effort, on the other hand, when they are underappreciated, paid poorly, and given no incentives. This will reduce work

production and therefore productivity, which might finally result in employee layoffs.

Test of Hypothesis

For the testing of the hypothesis the chi-square distribution test will be used and we will be testing at 99% level of significant.

H₀: There is no Impact of motivation on Labour turnover in Bowen University.

H₁: There is an Impact of motivation on Labour turnover in Bowen University.

Observation	A	B	C	D	E	Total
Motivation	10	56	42	36	6	150
Labour Turnover	45	60	31	14	0	150
Total	55	116	73	50	6	300

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$f_e = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

$$\text{Degree of Freedom (DF)} = (r - 1) (c - 1)$$

$$(5 -$$

$$1) (2 - 1)$$

$$\text{DF} = 4.$$

99% (0.01) Significant Level = 13.28

Table 3.1 COMPUTATION OF THE TEST STATISTICS USING CHI-SQUARE (χ^2)

f_o	f_e	$(f_o - f_e)$	$(f_o - f_e)^2$	$\sum \frac{(f_o - f_e)^2}{f_e}$
10	27.5	-17.5	306.25	11.14

56	58	-2	4	0.07
42	36.5	5.5	30.25	0.83
36	25	11	121	4.84
6	3	3	9	3
45	27.5	17.5	306.25	11.14
60	58	2	4	0.07
31	36.5	-5.5	30.25	0.83
14	25	-11	121	4.84
0	3	-3	9	3
$\sum = 300$	$\sum = 300$	$\sum = 0$	$\sum = 941$	$\sum = 39.76$

Therefore; $\chi^2_{(\text{Tab})} = 13.28.$

$$\chi^2_{(\text{Cal})} = 39.76.$$

From the table 3.1 above, since χ^2 (Calculated) is greater than χ^2 (Tabulated) we accept Alternative Hypothesis the (H₁) and reject the Null Hypothesis (H₀) and conclude that there is an impact of motivation on labour turnover in Bowen University Iwo, Osun State. This suggests that increased motivation will reduce the rate of turnover in Bowen University.

5. Conclusion and Recommendation

Employees frequently quit their employment as a result of perceived differences between intended and actual circumstances. To raise employees' emotions of significance, happiness, and utility for the organization—and, specifically, to maintain and improve the organization's overall performance—task completion must be promoted. Therefore, it follows that little labor turnover will occur if employees are motivated.

On the basis of the study's findings, the following recommendations are made:

1. In order to come up with a long-term solution to difficulties impacting the school, management should consult with all of the staff. Once everyone has contributed to identifying a solution, they should be given opportunities to participate in decision-making inside the institution. It is anticipated that everyone will be inspired to participate in fixing this issue, fostering teamwork in the process, which will boost output and lower turnover.

2. In order to increase productivity and lower labor turnover, a platform for equitable empowerment for all employees should be developed. To inspire employees and boost productivity, it is important to implement employee development programs including in-service training and additional education.

3. The management should work to support people's social needs, such as their desire for affection, love, acceptance, and a sense of belonging in their interactions with others. This means that management is responsible for fostering a positive working environment for both employees and management.

4. Employers should make an effort to offer competitive salaries to their staff in recognition of their contributions to the expansion of the institution. Providing competitive pay and opportunities for advancement increases the likelihood that employees will stay on board. Employees will be more satisfied with their jobs and driven to perform better if perks, bonuses, and other financial incentives are implemented.

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