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Demographic Factors Predicting Turnover Intentions in Tamale Technical University

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Abstract

The goal of this study was to appreciate demographic factors predicting turnover intentions. Literature was reviewed in areas of turnover and the following demographic factors: age, gender, education, tenure, marital status and income. Correlation design and quantitative strategy were used in this study. PLS-SEM path modeling estimation technique was adopted to determine whether a significant relationship exists between the Demographic factors (Level of education, Marital Status, Age group, Gender, Income level and Tenure) and Turnover Intentions. Therefore the study sought to understand demographic factors predicting turnover intentions in Tamale Technical University. It was recommended that, to reduce turnover in the University, the university should make conscious efforts to support staff acquire higher academic qualification so that their income could be enhanced. Those who stay longer with lower academic qualification and lower income are still not willing to stay back and the university should take a look at that in order to reduce turnover.

Keywords: demographic factors, turnover, Technical Universities, Tamale Technical University (TaTU)

INTRODUCTION

Tamale Technical University (TaTU) is faced with unabated employee turnover. TaTU has loss 73 staff representing 13% from 2012 to 2017 (TaTU Human Resource Unit, 2017). Contrary to this decline, Government of Ghana has placed ban on employment in the almost all sectors of the economy. This has posed a significant challenge which is affecting TaTU negatively in recent times. The quality of performance of any firm is contingent on the staff (Akovaa, Cetin, & Cifci, 2015). Put differently, turnover is regarded as one of the key factors that define business success, because the lesser the turnover, the superior the company in competitive set (Baum, 2007; Mohsin, Lengler & Bhupesh, 2013), and its continuous existence (Baum, 2006). Extensive literature has acknowledged the trend of teacher turnover globally, but far less research has been conducted in the area of demographic factors predictors of turnover in higher institutions like Technical Universities. This has generated a knowledge cavity on staff turnover, therefore, the current study targets to fill the omitted gap by determining the demographic factors that influence turnover intention in Technical Universities with specific to TaTU. This research contributes to the understanding of Lecturers' turnover by modeling the link between turnover and the following factors: age, gender, education, tenure, marital status and income. The goal of this study was to appreciate demographic factors predicting turnover intentions.

Research Hypotheses

Tenure has a significant effect on turnover intention amongst staff of the University.

There is a significant difference amongst different income group towards turnover intentions of the staff of the University.

There is significant difference amongst level of education and turnover intention of the University.

There is significant association between marital status and turnover intention of the University.

There is significant difference between different age group amongst staff of the University.

There is a significant relationship difference in gender of the employee towards turnover intentions amongst staff of the University.

LITERATURE REVIEW

Turnover Intentions

According to Brough and Frame (2004), turnover intention is a person's anticipated probability to leave his/her presents institution in the near future. Turnover intention is the intention of employees to lay off their organization (Shaw, 2013). Turnover intention is the likelihood that an employee will change a job within a certain point culminating

into real turnover (Kauret et al., 2013). Research has shown that employees normally take conscious decisions before actually exiting the organization (Ali et al., 2016). David (2008) proffered that turnover intention is a strong turnover determinant compared with other factors such job environment among others. To determine the probability employee leaving the firm, turnover has to be measured so that, opportunities can be identified to reduce the effect of the turnover (Kaur et al., 2013). The negative consequences of turnover in an organization are in respect of assets and labour (Shaw, 2013).

Turnover Intention in Education

Turnover is connected with gargantuan institutional cost as a result of employee leaving his/her job because of human resource processes such recruiting, hiring, and training among others (Magbool & Murtaza, 2012). Educational institutions have taken keen interest in turnover rate of staff since turnover leads to disruptions (Murphy, 2009) such as teaching and learning in the Universities. According to Dessler (2009), employee turnover in higher education is caused by host of factors such as employee attendance, low wages, job performance, and company benefits amongst others. Previous researchers have shown the problems of turnover in firms but had not provided practical solutions that will increase employee retention and company efficiency (Ali, 2010; Dessler, 2009; Duncan, 2008; Edward, 2010; Fredrick, 2010; Maxwell, 2010; Miller, 2006; Paul, 2009; Philip, 2009).

Research Model

Demographic factors affecting Turnover

According Meral, Irge, Seval and Luftihak (2012), workers leave their present institutions for range of reasons which have been investigated earlier via research. The demographic factors influencing employee turnover include: age, gender, education, tenure, marital status and income.

Gender and Turnover Intention

Malaysian Department of Statistics (2012), proffered that of late, Malaysian women are ever willing to part take in organizational management, and that trend is likely to continue into the future. Also, in Akovaa et al. (2015), women's role in the families are makes them pay less attention to business matters. Women are the most affected by the gender variable due the role of child birth, and child up bringing (Darcy, McCathy, Hill, & Grady, 2012). Meral et al. (2012) stated that, better commitment to the firm comes from the male employees, because they occupy better ranks than their female counterpart. Staff's external responsibilities as parents was a reason that was important to a mother with children at their infant stages, hence, psychological contract significantly affect turnover intention (Botsford-Morgan & King, 2012). The sexual

characteristics of a supervisor and leadership approach are critical factors for turnover plans (Grisson et al., 2012). Individual employee's turnover intentions increase when he/she perceives a treatment as unfair justice, and employees with opposite sex characteristics. In Botsford-Morgan and King (2012), the ability of the supervisor to moderate the undesirable effects was a key reason for retaining female staff. Byrd et al. (2000) found no different between male and female intentions towards turnover. "The departure rates of men and women appointed to the tenure track for medical faculty members were the same" (Speck et al., 2012, p.78). Males with high levels of self-efficacy were associated with higher intentions to turnover than females (Troutman et al., 2011).

Due to these inconsistencies, I formulate the hypothesis that:

There is a significant relationship difference in gender of the employee towards turnover intentions amongst staff of the University.

Age and Turnover Intention

The age of the staff has varying impact on decisions of turnover (Teclaw, Osafuke, Fishman, Moore Dyrenforth, 2014). Toosi (2012) found that, in 2020, United State will loss 3.6 million labour force due retirement and old age. Knowledge transfer management has become very imperative for firm leaders so as to prepare the young ones to succeed the experienced workforce who will be exiting (Toosi, 2012). In the education sector there exists a positive association between age and turnover intentions (Tepeci & Barlett, 2002). Other researchers have found a negative relationship age and turnover (Byrid et al., 2000; Griffeth et al., 2000; Henneberger & Souza-Poza, 2007; Iverson & Currivan, 2003; Mor-Byrid et al., 2001; Mitchell et al., 2000; Piriyakul & Khantanaphad, 2012). A conducted by Simon, Muller and Hasselborn (2010) showed that younger staff have high intention to exit compare to the older counterpart. Supporting this assertion, were Bjelland et al. (2011), Couch (2011) and Lopina, Rogelberg, and Howell (2012), who after comparing older and younger workforce, found that, a vast dissimilarity exit in workforce mobility and intentions to leave between them. Also in a Malaysian study, Okpara (2004) found that older people have a propensity to be more content with their jobs than the young workers. On the contrary, Akovaa et al. (2015) investigated age variable and turnover, declared that, younger employees are highly committed to the firm as a result of he fewer experience they have, which limits their ability change jobs. In many cases, because of the non-availability of jobs out there, employees prefer to stay with the current organization (Wren, Berkowitz, & Grant, 2014). The age of employee can influence his/her perception of job commitment and satisfaction (Wren et al., 2014; Lambert et al., 2012). Buttressing this assertion, matured workforces have rare intentions to quit than the younger

workforce (Bjelland et al., 2011; Lambert et al., 2012; Monk, 2012; Wren et al., 2014). Difference also exits between different countries' workforce. This is because in Couch (2011), Germany workers have longer medium employment length than United States workers. We therefore propose the second hypothesis that:

There is significant difference between different age group amongst staff of the University.

Marital status and Turnover Intention

Marital status is yet another antecedent which influences turnover intention. Salami (2008) opined that marriage has adverse effect on turnover intention of staff whereby it will be expensive for employees' family to rearrange for new jobs. Single individual have high turnover compare to marriage workforce (Akintayo, 2010). This is because, married respondents perform family roles particularly, and men employees who are married have great sense of family responsibility (Chughtai & Zafar, 2006). There exist no positive relationship between marital status and turnover intention in the educational industry (Chughtai & Zafar, 2006). Therefore the third hypothesis was formulated as follows:

There is significant association between marital status and turnover intention of the University.

Educational qualification and Turnover Intention

The recognition of higher degree of education enhanced the marketability of employee (Stanley, Vandenberghe, Vandenberg & Bentein, 2013). In Mitchell et al. (2000), employees educational level was positively related with staff intention to leave in hospitality industry (Khatri et al., 2001), health sector (Yin & Yang, 2002), retail sector (Stanley et al., 2013), higher education (Salami, 2008). Employees who obtain higher certificates tend to seek employment in new organizations (Wren et al., 2014). Also, employees with higher qualification usually have higher expectation from his/her employers (Igbar, 2010). Therefore employees with higher degrees were more likely to quit the present employment compare with those who do not have college degrees (Islam et al., 2013). According to Salami (2008), individuals with higher education and take up senior positions will have higher task towards the firm. In Pakistan, academic staff in the universities were investigated, comparing their level of education, turnover intentions and institutional commitment. It was found that negative relationship exists between educational qualification and intention to leave (Chughtai & Zafar, 2006), even in social service workers (Curry et al., 2005). Higher educational qualification has higher level of job satisfaction (Toker, 2007). A positive link existed between individual's educational qualification and turnover intention and supervisor's status (Islam et al., 2013). According to Jayasingam and Yong (2013), individuals with higher

degree were of high quality, knowledge workers and high performing teams reduced the possibility of turnover in institutions. Finally, Islam et al. (2013) found very much educated employees sought job opportunities via knowledge intensive organizations. Based on this augment the research formulated the hypothesis that:

There is significant difference amongst level of education and turnover intention of the University.

Income and Turnover Intention

In some organizations it is difficult to understand a fair compensation. Income is the amount of money an employee gets. Rost and Weibel (2013) said good leaders sometimes use the labour market rate to determine equitable compensation. Taylor and Finley (2010) disclosed that, employee turnover is high in industries where employees' entry jobs receives poor earnings and are easily replaceable. Payment methods are associated with workforce level and degree of commitment to the university (Kaplan, Wiley & Msertz, 2011; Ryan, Healy & Sullivan, 2012). An affirmative link between monetary compensation and the effectiveness of multiplicity inventiveness existed (Kaplan et al., 2011). In Llorens and Stazyk (2010), it was postulated that, the remuneration level of an employee, significantly affects his/her decision to quit or stay in the institution. Also, a positive connection exist between public and private sector pay equity and employees intention to leave (Llorens & Stazyk, 2010). According to Monk (2012), leaders in private Universities are able to hire and retain capable and talented administrators because of higher salaries paid to them. In Messersmith, Guthrie, Ji and Lee (2011), it was fond that, top level management especially the CEO's remuneration was a leading predictor in voluntary turnover and firm's profitability. Also, pay satisfaction and organization commitment were important determinants of workforce intention to quit or stay (Messersmith et al., 2011). O'Neil, Stanley and O'Reilly (2010) found a positive effect between financial reward, salary expectations and high performance. A positive effect between financial reward employee retention existed in the hospitality industry (O'Neil e al., 2010). However, Lin, Hsien-Chang and Lie-Huey (2013) found unpaid CEOs were linked to significant increases in institutions profitability, as against their counterparts who receive an equitable remuneration. Employee with high monetary reward but has stumpy performance are likely to leave the organization (Carnahan et al., 2012). It is hypothesized that:

There is a significant difference amongst different income group towards turnover intentions of the staff of the University.

Tenure of Office and Turnover Intention

Tenure of office is the time-span that a worker spends at employment they presently find themselves (Ng & Feldman, 2013; Burler, Brennan-Ing, Wardamasky & Ashley,

2014). Ng and Feldman (2013) coupled increased duration of tenure with staff's worth in the labour market. The absence of good pay amongst the younger employees is a catalyzing factor for quitting even if the job is consistent with employee requirements and needs (Butler et al., 2014). Long served staff are not as dependent on exchange relationship after all the staff is aware of the expectations of the leaders of the firm (Ali, 2015; Bal et al., 2013). Again, long served staff more likely to have adequate person-organization fit (Bal et al., 2013). A link therefore exists between long service and staff obligation and contribution (Bal et al., 2013). According to Dinger, Thatcher, Stepina and Craig (2012) posited that, human resource theorists believed that, affective commitment is linked to decision to stay in the institution. Also, due to accumulated experience and organizational investment long served staff are unwilling to quit present jobs (Maden, 2014). Long-tenured workforce demonstrates more professionalism compare to the short-tenured counterparts (Ali, 2015; Dinger et al., 2012).

It is hypothesized that:

Tenure has a significant effect on turnover intention amongst staff of the University.

Managerial Role, demographic variables and turnover

Managers make strategies for institutions (Scoles and Johnson, 2005). Managers therefore paly a critical role in shaping staff opinions and perception (Campbell, Perry, Maertz, Allen, & Griffeth, 2013). Separation of employees can result in turnover (Chang & Lyon, 2012). Output and morale mostly diminishes when workforce think that their managers are not willing to listen and respond to workers needs (Chang & Lyon, 2012). Employee perception about the employer's recognition can diminish the effort of the employee resulting in intention to leave (Shuck et al., 2011). Firms need to create programs that address the human capital requirement in the firm; by considering employee age, marital status, educational qualification, tenure of office and income (Mullims, 2016; Campbell et al., 2013; Sgourey, 2011). Management needs to design good compensation packages to retain competent and experience employee (McClean et al., 2013). Chang, Wang and Haung (2013) suggested that management should provide training programs to create job satisfaction and lower intentions to quit. Management should identify and replace employees who are low performing in organization (Kwon & Rupp, 2013).

Conceptual Framework

Based on the discussions in the literature, the conceptual framework is encapsulated in figure 1. Conceptual framework is constructed on tenants of chief goal of the paper, which is to assess the contribution of demographic characteristics to turnover intention in Tamale Technical University.

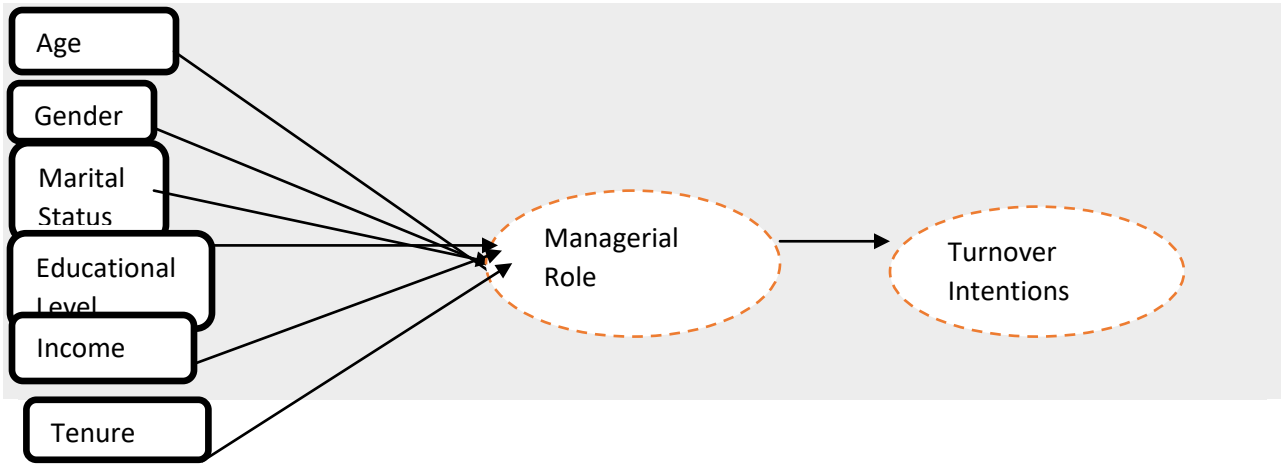

Figure 1: Conceptual Framework

METHODOLOGY

Research Design and Strategy

The researcher employs correlation design which involves the gathering of information from a particular population (Cohen, Cohen, West & Aiken, 2013). Correlation design is used to assess the association between a predictor variables, and criterion variable (Cokley & Awal, 2013). Correlation is appropriate for this study because of the need to assess the association between turnover (criterion variable) and education, gender, age, income and tenure of employees (Predictor variables).

The researcher used quantitative strategy for this study. Therefore, deductive research method was used, since quantitative uses deductive methods to analyse phenomenon (Venkatesh, Brown & Bala, 2013). The rational for the use of quantitative was to test the hypotheses of the study. It also uses intensity, frequencies and numbers to get broad concepts into particular conclusion and describe difference amongst clusters (Cokley & Awal, 2013).

Population and Sampling

Mostly, in quantitative research, the researcher uses sampling strategies on large populations to draw conclusions (Uprichard, 2013). The population of the University is 513 with 199 teaching and 314 non-teaching staff (TaTU, HR Unit, 2017). Non-probability sampling method (convenient sampling technique) was employed to spread knowledge of the population sample (Uprichard, 2013). Convenient sampling technique was used because is it less costly, and simplifies recruitment of available and willing respondents (Bornstein, Jager & Putnick, 2013).

Data Collection Instrument

Questionnaire was used for the collection of data from the respondents. The questions were closed ended since the research strategy is quantitative. The researcher measured participants' responses using a rating scale called 5-point Likert scale as follows: strongly disagree=1, disagree=2, neutral=3, agree=4, and strongly agree=5. According to Meyers, Gamst and Guarino (2013), point rating scale may not signify equal interval, but ranking scale data are nearer to interval than ordinal scale data, hence, rating are broadly used as interval data in quantitative analysis.

Reliability

The researcher developed the reliability and validity of a 5-item turnover intention questionnaire instrument. The first three items are adapted from Buttigieg and West (2013) and Yucel (2012), whilst the other two are the researcher's own constructs. Tayakol and Dennick (2011) said, Cronbach's alpha is the universally used measure for testing reliability in inter item phenomenon. Cronbach's alpha is ideal when it is 0.9 or above (Tayakol & Dennick, 2011). Other researchers have recommended 0.70-0.95 for questionnaire on turnover intentions of staff (Buttigieg & West, 2013; Yucel, 2012).

Data Analysis

The researcher used multiple regression analysis to run analysis for the relationship between dependent variable (turnover) and independent variables (age, income, gender, turner of office, and educational level). Green and Salkind (2011) proffered that, the arithmetical conventions of multiple regression analysis are: linear relationship; normal data distribution; homoscedasticity; and measurement accuracy. Multiple regression analysis describes the effect of variance of the independent variable to the entire variance of the dependent variable, as well as the magnitude, direction and nature of associations between variables (Chen et al., 2013).

RESULTS AND DISCUSSIONS

Measuring the internal consistency of the data

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is used since the questions in a survey/questionnaire forms a scale and it is wished that we want to determine if the scale is reliable. The **Reliability Statistics** is shown in Table 1 below.

SPSS Statistics produces many different tables. The first important table is the **Reliability Statistics** table that provides the actual value for **Cronbach's alpha**, as shown in Table 1 below:

Table1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.902	5

From Table 1 above, the Cronbach's alpha is **0.901**, which indicates a high level of internal consistency for our scale with this data.

The **Item-Total Statistics** table presents the "**Cronbach's Alpha if Item Deleted**" in the final column, as shown in Table 2 below:

Table 2: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
It is possible that I will look for a new job any moment from now	11.04	17.758	.830	.892	.882
If given the opportunity, I would not work for the University	10.67	17.507	.844	.930	.879
I often thought of leaving the University	10.68	20.558	.720	.652	.804
I will only leave when I retire	10.96	18.767	.934	.895	.862
I will create my own firm and leave	11.23	22.256	.587	.564	.900

This column presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any question, would result in a lower Cronbach's alpha. Therefore, we would not want to remove any these questions. It is also clear that the "**Corrected Item-Total Correlation**" values are all above the acceptable value of 0.5.

Determining the relationship between Demographic factors (Level of education, Marital Status, Age group, Gender, Income level and Tenure) and Turnover Intentions.

PLS path modeling estimation technique was adopted to determine whether a significant relationship exists between the Demographic factors (Level of education, Marital Status, Age group, Gender, Income level and Tenure) and Turnover Intentions.

Since a reflective measurement model is used, the following were examined;

i. Explanation of target endogenous variable variance
ii. Inner model path coefficient sizes and significance

iii. Outer model loadings and significance
iv. Checking Structural Path Significance in Bootstrapping

The PLS path modeling estimation is shown in Figure 1 below.

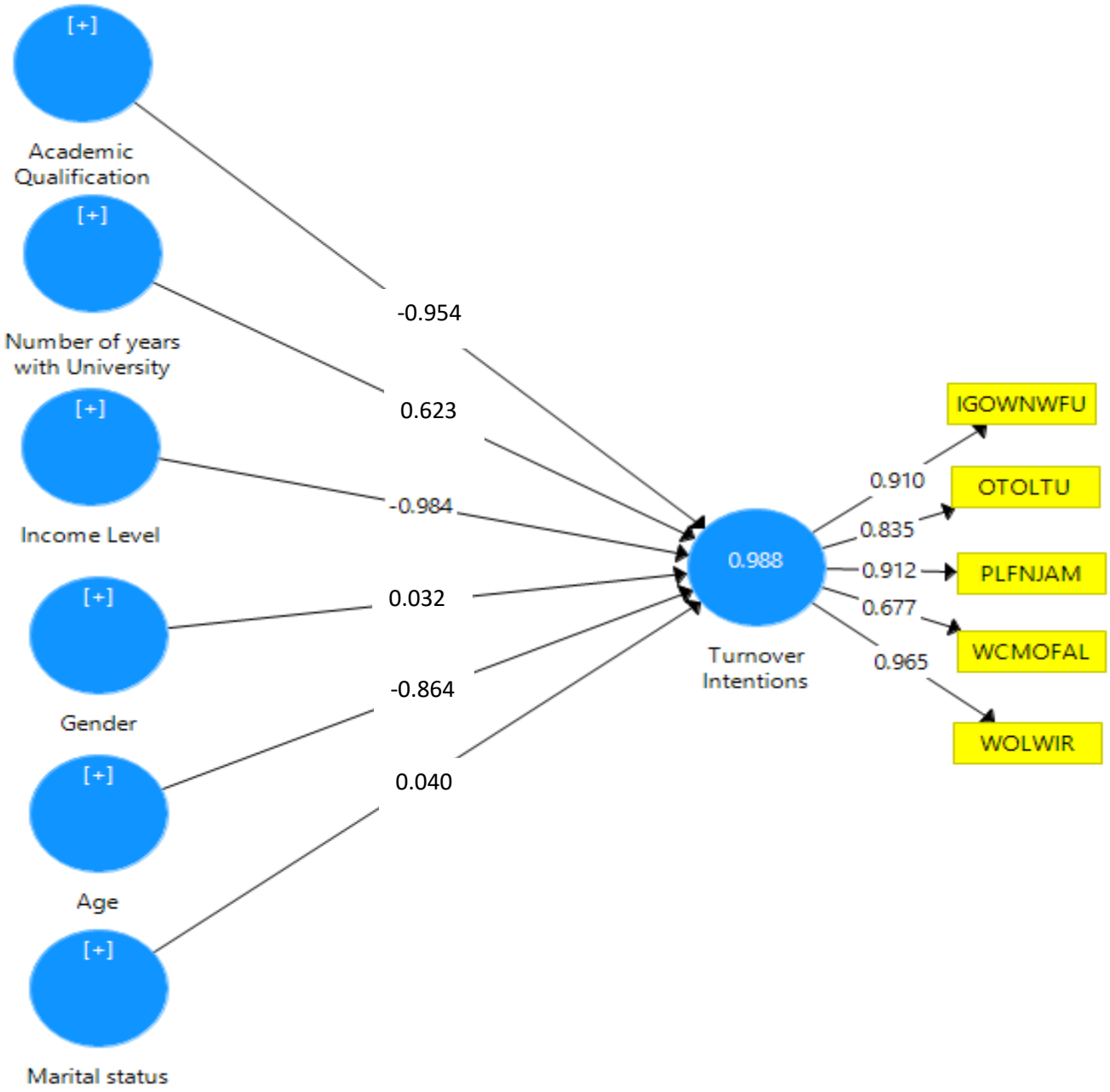

Figure 1: PLS-SEM Results

PLFNJAM - It is possible that I will look for a new job any moment from now

IGOWNWFU -If given the opportunity, I would not work for the University
OTOLTU - I often thought of leaving the University
WOLWIR - I will only leave when I retire
WCMOFAL - I will create my own firm and leave
Examining the diagram, the following preliminary observations are clear:

(i) Explanation of target endogenous variable variance

The coefficient of determination, R^2, is 0.988 for the Turnover Intentions latent variable. This means that the six latent variables (Academic Qualification, Number of years with the university, Income level, Gender, Age and Marital Status) substantially explains 98.8% of the variance in Turnover Intentions.

Again, the reliability and validity of the latent variables is examined to complete the examination of the structural model.

All the outer loadings are greater than 0.70. Hence all the indicators are retained. This implies that significantly all the five latent variables contributes significantly in determining the turnover intentions of staff of the university.

(ii) Inner model path coefficient sizes and significance

a. With regards variables that has a negative effect on turnover intentions, The inner model suggests that Income Level has the strongest effect on Turnover Intentions
   (b3= -0.984), followed by Academic Qualification (b1= -0.954) and then Age (b5= -0.864). This suggest that, majority of staff with high income levels or higher academic qualifications do not really have intentions to leave the University.
   Again, it is evident that, older staff are far more unlikely to leave the university if given the opportunity.
b. The inner model suggests again suggests that number of years spent with the University, gender and marital status all have positive relationship with turnover intentions.
   Number of years a staff spends with the University has the strongest effect on Turnover Intentions (b2= 0.623), followed by Marital Status (b6= 0.040) and then gender (b4= 0.032). This suggest that staff who have spent more years with the university are far more likely to leave if given the opportunity.
   The hypothesized path relationship between Marital Status and turnover intentions as well as gender and turnover intentions although positive, are not statistically significant. This is because their standardized path coefficient (b6= 0.040) and (b4= 0.032) respectively are both lower than 0.1.
c. Thus we can conclude that: Income Level, Academic Qualification, Age *and* Number of years spent with the University *are all* substantially, strong *predictors*

of Turnover Intentions, but Marital Status and gender *does not predict Turnover Intentions directly*.

However, the bootstrap procedure will be used to test the significance of a structural path using T-Statistic.

Table 3 below presents the summary of all calculated p-values based on each of six hypothesis.

Table 3: P-values of Path Coefficients (Inner Model) using Bootstrapping

Hypothesis	Correlation	P-Values	Conclusion
H_1	Academic Qualifications → Turnover Intentions	0.021	Significant
H_2	Marital Status → Turnover Intentions	0.520	Not Significant
H_3	Age group → Turnover Intentions	0.025	Significant
H_4	Gender → Turnover Intentions	0.682	Not Significant
H_5	Income Level → Turnover Intentions	0.011	Significant
H_6	Tenure → Turnover Intentions	0.043	Significant

From Table 3, using a two-tailed *t*-test with a significance level of 5%, the path coefficient will be significant if the *T*-statistics is larger than 1.96 or P Value less than 0.05(testing at 95% confidence level).

It is clear that , "Marital Status → Turnover Intentions" linkage (0.0520) and Gender → Turnover Intentions linkage (0.682) are not statistically significant since their P Values are greater than alpha=0.05. This confirms the earlier findings when looking at the PLS-SEM results visually (see Figure 1). All other path coefficients in the inner model are statistically significant (their P values are less than alpha=0.05).

Multiple Regression analysis to determine the relationship between Demographic factors that impact the possibility of a staff looking for a new job any moment from now

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996[a]	.991	.991	.119

a. Predictors: (Constant), Academic Qualifications, Number of years I have worked for the University, Age, Income of employee

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	3.659	.049		74.046	.000
	Age	-.176	.021	.115	8.420	.000
	Income of employee	-.651	.009	-1.131	-69.794	.000
	Number of years I have worked for the University	.102	.008	.121	12.359	.000
	Academic Qualifications	-.184	.013	-.159	-13.727	.000

a. Dependent Variable: It is possible that I will look for a new job any moment from now

Regression Equation 1:

Possibility of a staff looking for a new job any moment from now = 3.659 - 0.651 (Income of employee) -0.184 (Academic Qualifications) +0.102 (Number of years I have worked for the University) -176 (Age).

Multiple Regression analysis to determine the relationship between Demographic factors and the possibility of staff not wanting to work for the university if given the opportunity.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.971	.970	.241

a. Predictors: (Constant), Academic Qualifications, Number of years I have worked for the University, Age, Income of employee

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.454	.100		24.565	.000
	Age	-.938	.042	.550	22.243	.000
	Income of employee	-.949	.019	-1.474	-50.270	.000
	Number of years I have worked for the University	.228	.017	.242	13.658	.000
	Academic Qualifications	-.379	.027	-.293	-13.996	.000

a. Dependent Variable: If given the opportunity, I would not work for the University

Regression Equation 2:

Possibility of staff not wanting to work for the university if given the opportunity = 2.454 - 0.949 (Income of employee) -938 (Age) -0.379(Academic Qualifications) +0.228(Number of years I have worked for the University)

Multiple Regression analysis to determine the relationship Demographic factors and how staff often think of leaving the university.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935[a]	.874	.871	.452

a. Predictors: (Constant), Acadenic Qualifications, Number of years I have worked for the University, Age, Income of employee

Table 9: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.183	.188		-6.308	.000
	Age	-.487	.079	.316	6.156	.000
	Income of employee	-.118	.035	-.202	-3.318	.001
	Number of years I have worked for the University	.978	.031	1.151	31.215	.000
	Acadenic Qualifications	-.407	.051	-.347	-7.992	.000

a. Dependent Variable: I often thought of leaving the University

Regression Equation 3:

Possibility of staff often thinking of leaving the university = -1.183 + 0.978 (Number of years I have worked for the University) -487 (Age) -0.407(Academic Qualifications) -0.118(Income of employee)

Multiple Regression analysis to determine the relationship between Demographic factors and the possibility of staff leaving only when they retire.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949[a]	.900	.898	.361

a. Predictors: (Constant), Academic Qualifications, Number of years I have worked for the University, Age, Income of employee

Table 11: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.127	.150		7.511	.000
	Age	-.513	.063	.370	8.104	.000
	Income of employee	-.533	.028	-1.020	-18.811	.000
	Number of years I have worked for the University	.461	.025	-.603	-18.379	.000
	Academic Qualifications	-.392	.041	-.372	-9.631	.000

a. Dependent Variable: I will only leave when I retire

Regression Equation 4:

The possibility of staff leaving only when they retire = 1.127 + 0.461 (Number of years I have worked for the University) -513 (Age) -0.392(Academic Qualifications) -0.533 (Income of employee)

Multiple Regression analysis to determine the relationship between Demographic factors and the possibility of staff creating their own firms and leaving

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934[a]	.872	.860	.322

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934[a]	.872	.860	.322

a. Predictors: (Constant), Academic Qualifications, Number of years I have worked for the University, Age, Income of employee

Table 13: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.836	.334		5.494	.000
	Age	-1.036	.141	-.715	-7.349	.000
	Income of employee	-.443	.063	-.810	-7.017	.000
	Number of years I have worked for the University	.527	.056	.659	9.437	.000
	Academic Qualifications	-.046	.091	-.042	-4.508	.000

a. Dependent Variable: I will create my own firm and leave

Regression Equation 5:

Possibility of staff creating their own firms and leaving = 1.813 + 0.527 (Number of years I have worked for the University) -1.36 (Age) -0.443 (Income of employee) -0.46 (Academic Qualifications)

CONCLUSIONS AND RECOMMENDATIONS

Conclusion on the multiple regression analysis

From tables 4,6,8,10 and 12, in the regression analysis above, the R-squares are obtained which implies that "Income of Employee", "Academic Qualifications", "Number of years I have worked for the University", and "Age", accounts for at least 80.0 % of the variances in the dependent variables.

Again, from Tables 5, 7,9,11 and 13 from the regression analysis, all of the b-coefficients are statistically significant since their p-values are *smaller than 0.05*. Again, the tables give beta coefficients which are used to construct the regression equation.

Interestingly, the predictor variables "Age", "Income of Employee" and "Educational Level". All have negative regression co-efficient in the equations implies that, to be able to reduce turnover in the University, the university should make conscious efforts to support staff acquire higher academic qualification so that their income could be enhanced. The positive regression co-efficient of the predictor variable "Number of years I have worked for the University" in all the regression equations also implies that most of those who stay longer with lower academic qualification and lower income are still not willing to stay back and the university should take a look at that in order to reduce turnover.

Discussion and Implication for Management

The goal of the study was to understand the link between turnover and the following demographic factors: age, gender, education, tenure, marital status and income. The study to a very large level confirms previous studies regarding turnover intentions of university staff and other industry, but contradicts some of the results mentioned in the literature. The negative regression co-efficient of the predictor variables in the analysis and result implies that, to be able to reduce turnover in the University, the university should make conscious efforts to support staff acquire higher academic qualification so that their income could be enhanced. This would definitely result in staff staying longer with the University. The Institution should among other things the capacity of improving these independent variables. The study was in line with Maden (2014) since as a result of build up experience and organizational investment long served staff are reluctant to give up present jobs. So the hypothesis that tenure has a significant effect on turnover intention amongst staff of the University was accepted.

Gender and marital status of the respondents did not directly have any relationship with turnover intentions, hence did not confirm what Botsford-Morgan and King (2012) said that enhanced commitment to the firm comes from the male staff, confirmed, because they occupy better ranks than their female counterpart. This means there is no significant relationship in gender of the employee towards turnover intentions amongst staff of the University. Also different from Salami (2008) who said that marriage has adverse effect on turnover intention of staff whereby it will be expensive for employees' family to rearrange for new jobs. Hence no is significant association between marital status and turnover intention of the University.

It was found that, the income level of an employee significantly affects his/her decision to quit or stay in the institution which accepted the study of Llorens and Stazyk (2010). According to the study, individuals with higher degree were of high quality, knowledge workers and high performing teams reduced the possibility of turnover in institutions as in Jayasingam and Yong (2013). Finally, the age of employee can

influence his/her perception of job commitment and satisfaction (Wren et al., 2014). Behind this affirmation, were Bjelland et al. (2011), Couch (2011) and Lopina, Rogelberg, and Howell (2012), who after evaluating older and younger workforce, found that, a vast difference exit in workforce mobility and intentions to leave between them.

Conclusion

The achievement of any firm is contingent on efficiency of the employees. Hence, employees are the spirit of all firms. The goal of this study was to unearth demographic factors predicting turnover intentions in tamale technical university. The demographic factors influencing employee turnover from the literature include: age, gender, education, tenure, marital status and income. The study differs a little in the academic environment. It was noticed that gender and marital status did not confirm the literature. It can be conclude that: Income Level, Academic Qualification, Age and Number of years spent with the University are all substantially, strong predictors of Turnover Intentions, but Marital Status and gender does not predict Turnover Intentions directly in the universities.

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APPENDIX

Yamane (1967) sample size formula was used as follows:

$$\boldsymbol{n = \frac{N}{1+N(e)^2}}$$

Where **n**=sample size

N=population

***e*=**Margin of error

1=is constant

n=?

N=513

e=5% (0.05)

$$n = \frac{513}{1+513(0.05)^2} \qquad n = \frac{513}{1+513(0.0025)} \qquad n = \frac{513}{1+1.2825}$$

$$n = \frac{513}{2.2825} \qquad n = \frac{513}{2.2825}$$ n=224.75356, Hence, the sample size is **225**