

**DETERMINANTS OF JOB-HOPPING INTENTIONS, GENERATIONAL
DIVERSITY AND ACADEMICS' ENGAGEMENT IN SELECTED
UNIVERSITIES IN SOUTHWEST, NIGERIA**

**IGBADUMHE, ABAYE FRIDAY
(16PAC01419)**

DECEMBER, 2020

TABLE OF CONTENTS

Content	Page
COVER PAGE	
TITLE PAGE	i
ACCEPTANCE	ii
DECLARATION	iii
CERTIFICATION	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF ABBREVIATIONS	xvii
ABSTRACT	xviii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Research Problem	4
1.3 Objectives of the Study	6
1.4 Research Questions	6
1.5 Research Hypotheses	7
1.6 Scope of the Study	7
1.7 Significance of the Study	8
1.8 Operationalisation of the Research Variables	9
1.9 Schematic Model of the Study	9
1.10 Organisation of the Study	11
1.11 Operational Definition of Terms	11
1.12. Brief Historical Background of University Education in Nigeria	12
CHAPTER TWO: LITERATURE REVIEW	16
2.1 Conceptual Review	16
2.1.1 The Concept of Job-hopping	16
2.1.2 Divergent views on Job-hopping	17
2.1.3 Job-hopping Intentions	19

2.1.4	Determinants of Job-hopping Intention	20
2.1.5	Generational Diversity	27
2.1.6	Generational Diversity and Job-hopping Intention	34
2.1.7	Concept of Employee Engagement	36
2.1.8	Impacts of Employee Engagement	46
2.2	Theoretical Review	52
2.2.1	Job Embeddedness Theory	52
2.2.2	Equity Theory	54
2.2.4	Social Exchange Theory	55
2.3	Review of Empirical Studies	56
2.3.1	Studies Related to Determinants of Job-hopping Intentions	56
2.3.2	Studies Related to Generational Diversity and Job-hopping	58
2.3.3	Studies Related to Employees' engagement	60
2.4	Gaps in literature	63
	CHAPTER THREE: METHODOLOGY	65
3.1	Research Methods	65
3.2	Research Philosophy	65
3.3	Research Design	65
3.4	Population of the Study	66
3.4	Sample Size Determination	69
3.5	Sampling Techniques	71
3.6	Sources of Data Collection	72
3.7	Research Instruments	72
3.7.1	Quantitative Data Instruments	72
3.7.2	Qualitative Data Collection	74
3.8	Method of Data Analysis	75
3.8.1	Quantitative Data Analysis	75
3.8.2	Qualitative Data Analysis	77
3.9	Validity of the Research Instruments	77
3.10	Reliability of the Research Instrument	79
3.11	Ethical Considerations	79

CHAPTER FOUR: RESULTS	81
4.1 Data Presentation	81
4.3 Demographic Profile of Respondents	82
4.4 Descriptive Statistics	93
4.5 Descriptive Statistics for Research Objective One	102
4.6 Measurement model for Hypothesis One	108
4.7 Descriptive Statistics for Research Objective Two	123
4.8 Descriptive Statistics for Research Objective Three	144
4.9 Descriptive Statistics for Research Objective Four	162
4.10 Descriptive Statistics for Research Objective 5	183
CHAPTER FIVE: DISCUSSIONS	194
5.1 Quantitative Findings	194
5.4 Theoretical Findings	202
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS	203
6.1 Summary Findings	203
6.2. Conclusion	206
6.3 Contributions to Knowledge	207
6.4.1 Limitations of the Study	211
6.4.2 Suggestions for Future Research	211
REFERENCES	212
RESEARCH QUESTIONNAIRE	234

LIST OF TABLES

Table	Page	
2.1	Generational Labels, Dates and Sources	29
2.2	Characteristics of Generational Diversities	33
2.3	Prominent definitions of employee engagement	37
2.4	Utrecht Work Engagement Scale	41
2.5	Aon Hewitt Employee Engagement Scale (2014)	42
2.6	Types of employee engagement	46
3.1	List of Universities in Southwest Nigeria	67
3.2	Top Six Ranked Public and Private Universities in Southwest Nigeria.	69
3.3	Sample Size Determination Table	70
3.4	Sample Size Distributions	71
3.6	Profile of Selected Participants for Key Informant Interview (KII)	75
3.7	Tool of Data Analyses	76
3.9	Cronbach's Alpha Analysis for the Pilot instruments	79
4.1	Respondents' Response Rate	81
4.2	Cross Tabulation of Respondents Based on Institutions	82
4.3.1	Cross Tabulation of Respondents based on Gender	83
4.3.2	Cross Tabulation of Respondents based on Marital Status	84
4.3.3	Cross Tabulation of Respondents based on Age Categories	85
4.3.4	Cross Tabulation of Respondents based on Generational Diversity	86
4.3.5	Cross Tabulation of Respondents based on Faculty/Colleges	87
4.3.6	Cross Tabulation Based on Present Academic status	88
4.3.7	Cross Tabulation Based on Years of Teaching Experience	90
4.3.8	Cross Tabulation based on Length of Service at Present University	91
4.4.1	Mean Score Criteria for Five (5) Point Likert Scale	93
4.4.2	I often think of quitting this University for another	94
4.4.3	As soon as possible, I will leave this University	95
4.4.4	I do not intend to stay in this university for the next five years	96
4.4.5	Cross Tabulation for Academic Staff Intention to look for another job with better prospects	97

4.4.6	I hardly speak positive about this university to coworkers and potential employees’ Cross tabulation	98
4.4.7	Development of themes for general objective	101
4.5.1(a)	Descriptive Statistics for Management Support	102
4.5.1(b)	Descriptive Statistics for Academic Research Outputs	103
4.5.1(c)	Mean scores for Management Support and Academic Research Output	105
4.6.1(a)	Factor Loading for Management supports and Staff Research outputs	110
4.6.1(b)	Path Coefficients for Management supports and Research outputs	114
4.6.1(c)	Institutions Based Path Coefficients for Management supports and Research outputs of academic staff	117
4.6.1(d)	Goodness of Fit and Model Fit Index	120
4.6.2	Development of themes for objective one	122
4.7.1(a)	Descriptive Statistics for Promotion Opportunities	123
4.7.1(b)	Descriptive Statistics for Teaching Engagement	124
4.7.1(c)	Mean scores for Promotional Opportunities and Teaching Engagement	125
4.7.1(d)	Factor Loading for Perceived promotion opportunity and Staff Teaching engagement	129
4.7.1(e)	Path Coefficients for Perceived promotion opportunity and Teaching engagement of academic staff	134
4.7.1(f)	Institutions Based Path Coefficients for Perceived promotion opportunity and Teaching engagement of academic staff	137
4.7.1(g)	Goodness of Fit and Model Fit Index	140
4.7.2	Development of themes for objective two	143
4.8.1(a)	Descriptive Statistics for Remuneration Package	144
4.8.1(b)	Mean scores for Perceived Remuneration Packages and Academic Staff Teaching Engagement	145
4.8.1(c)	Factor Loading for Perceived remuneration and Teaching engagement	148
4.8.1(d)	Path Coefficients for Perceived remuneration and Teaching engagement	153
4.8.1(e)	Institutions Based Path Coefficients for Perceived remuneration and Teaching engagement of academic staff	156
4.8.1(f)	Goodness of Fit and Model Fit Index	159

4.8.2	Development of themes for objective three	161
4.9.1(a)	Descriptive Statistics for Perceived Job Security	162
4.9.1(b)	Descriptive Statistics for Community Service Engagement	163
4.9.1(d)	Factor Loading for Perceived job security and Staff Community service engagement	168
4.9.1(e)	Path Coefficients for Perceived job security and Community service engagement of academic staff	174
4.9.1(f)	Institutions Based Path Coefficients for Perceived job security and Community service engagement of academic staff	177
4.9.1(g)	Goodness of Fit and Model Fit Index	180
4.9.2	Development of themes for general objective four	182
4.10.1(a)	Job Hopping Intention and Baby Boomers	183
4.10.1(b)	Job Hopping Intention and Generation ‘X’	184
4.10.1(c)	Job Hopping Intention and Generation ‘Y’	184
4.10.1(d)	Path Coefficients for job-hopping intention, generational diversity and academics’ engagement	189
4.10.1(e)	Goodness of Fit and Model Fit Index	191
4.10.2	Development of themes for objective five	193

LIST OF FIGURES

Figures	Title	Page
1.1	Proposed Schematic Model of the determinants of Job-hopping Intention, Generational Diversity and Academics' Engagement.	10
2.1	Proposed Framework on Determinants of Academics' Job-hopping Intention	21
2.2	Proposed Framework on the Moderating Effects of Generational Diversity on Job-hopping Intention and Academics' Engagement .	34
2.3	Showing Key Engagement indicators of Academics' Engagement	48
2.4	Proposed Relationship between Job-hopping and Academic Engagement	51
2.5	Dimensions of Job Embeddedness Theory	52
4.1	Distribution of Copies of Questionnaire in the Selected Institutions	82
4.3	Path Co-efficient and T-values for Management Supports and Research Outputs of Academic staff	112
4.4	Path Co-efficient and P-values for Management Supports and Research Outputs	113
4.5	Path Co-efficient and P-values for Management Supports and Research Outputs of Academic Staff Across the Selected Institutions	116
4.6	Predictive relevance (Path co-efficient) of Perceived Promotion Opportunity and Teaching Engagement of Academic Staff	131
4.7	Path Co-efficient and T-values for Perceived Promotion Opportunity and Teaching Engagement of Academic Staff	132
4.8	Path Co-efficient and P-values for Promotion Opportunity and Teaching Engagement of Academic Staff	133
4.9	Path Co-efficient and T-values for Perceived Promotion Opportunity and Teaching Engagement of Academic Staff Across the Selected Institutions	136
4.10	Predictive relevance (Path co-efficient) of Perceived Remuneration and Teaching Engagement of Staff	150
4.11	Path Co-efficient and T-values for Perceived remuneration and Teaching Engagement of Academic Staff	151

4.12	Path Co-efficient and P-values for Perceived Remuneration and Teaching engagement of academic staff	152
4.13	Path Co-efficient and P-values for Perceived Remuneration and Teaching Engagement of Academic Staff Across the Selected Institutions	155
4.14	Predictive relevance (Path co-efficient) of Perceived job security and Community Service Engagement of Academic Staff	170
4.14	Path Co-efficient and P-values for Perceived Job Security and Community Service Engagement of Staff	172
4.15	Path Co-efficient and T-values for Promotion Opportunity and Community Service Engagement	173
4.16	Path Co-efficient and P-values for Perceived job security and Community Service Engagement of Academic Staff Across the Selected Institutions	176
4.17	Predictive relevance (Path co-efficient) of job-hopping intention, generational diversity and academics' engagement	186
4.18	Path Co-efficient and P-values for Job-Hopping Intention, Generational Diversity and Academics' Engagement	187
4.19	Path Co-efficient and T-values for Job-Hopping Intention, Generational Diversity and Academics' Engagement	188
6.1	Model Showing the Linkage Between Determinants of Job-Hopping Intention Generational Diversity and Academics' Engagement	208

LIST OF ABBREVIATIONS

ASUU	-	Academic Staff Union of Universities
AVE	-	Variance Extracted Estimate
BE	-	Behavioural Engagement
BU	-	Babcock University
CS	-	Community Service
CU	-	Covenant University
GD	-	Generational Diversity
Gen X	-	Generation Xers
Gen Y	-	Generation Y
GOF	-	Goodness of Fit
JHI	-	Job-Hopping Intention
JP	-	Job Hopping
LASU	-	Lagos State University
LT	-	Labour Turnover
NFI	-	Normed Fit Index
NUC	-	National University Commission
OAU	-	Obafemi Awolowo University
OCB	-	Organisational Citizenship Behaviour
OUU	-	Olabisi Onabanjo University
PLS	-	Partial Least Square
PLS	-	Partial Least Square
RO	-	Research Output
SEM	-	Structural Equation Modelling
SEM	-	Structural Equation Modelling
SRMSR	-	Standardized Root Mean Square Residual
TE	-	Teaching Engagement
UI	-	University of Ibadan

ABSTRACT

Job-hopping phenomenon seems to be common among academic staff of higher institutions. This is due to the increase in the number of Universities around the world. As such, their engagement has been reported to be in a steady decline as academics' mobility increases. Against this background, this study examined the determinants of Job-hopping intentions and academics' engagement in selected Universities in Southwest Nigeria. It also examined the perceived moderating effect of generational diversities on the relationship between determinants of job-hopping intentions and academics' engagement, in terms of research output, teaching and community service engagement. The study is hinged on Job embeddedness theory, Equity theory and Social exchange theory. The study adopted descriptive and explanatory research designs, as well as mixed methods (qualitative and quantitative) that involved the use of questionnaire and key informant interview as research instruments for data collection. To accomplish the objectives of the study, a total of 620 copies of questionnaire were administered to the academic staff of six selected Universities in Southwest, Nigeria. A five-point response Likert scale questionnaire and key-informant interview were used for data collection. Stratified and simple random sampling techniques were used to select the respondents for this study. The data collected were analysed using descriptive and inferential statistics such as frequency distribution and structural equation modelling (SEM). The qualitative data generated through Key-informant interview was analysed through manual thematic analysis. The results from the test of hypotheses revealed that management supports significantly influenced research outputs of academic staff ($\beta = 0.700$, $r^2 = 0.490$; $T_{val} = 6.075$, $p < 0.05$). Perceived promotion opportunity significantly influenced teaching engagement of academic staff ($\beta = 0.561$, $r^2 = 0.315$; $T_{val} = 5.362$, $p < 0.05$). Perceived remuneration significantly influenced teaching engagement of academic staff ($\beta = 0.156$, $r^2 = 0.645$; $T_{val} = 2.535$, $p < 0.05$). Perceived job security significantly influenced community service engagement of academic staff ($\beta = 0.706$, $r^2 = 0.499$; $T_{val} = 6.834$, $p < 0.05$). Similarly, the result revealed that generational diversity has no significant moderating effect on the relationship between job-hopping intentions and academics' engagement, even though job-hopping intentions and generational diversity variables collectively explained 62.7% of the variability of academics' engagement. By implication, generational diversity and job-hopping intentions are predictors of academic staff engagement. Results from the thematic analysis also validated the findings from the test of hypotheses, showing that those who have strong management support are less likely to engage in job-hopping intentions and more likely to be engaged in terms of research output, teaching and community service. It was recommended that management of Universities should ensure a supportive work environment that will ensure equity, justice and fairness. Finally, staff development opportunity should be encouraged as well as robust compensation system for academic staff.

Keywords: Academic staff, Engagement, generational diversity, Job-hopping and Nigerian Universities.

**DETERMINANTS OF JOB-HOPPING INTENTIONS, GENERATIONAL
DIVERSITY AND ACADEMICS' ENGAGEMENT IN SELECTED
UNIVERSITIES IN SOUTHWEST, NIGERIA**

BY

**IGBADUMHE, ABAYE FRIDAY
(16PAC01419)**

**B.Sc, Industrial and Labour Relations, Olabisi Onabanjo University, Ago -Iwoye
M.Sc., Industrial Sociology, University of Ibadan, Ibadan**

**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY (Ph.D.) IN INDUSTRIAL RELATIONS AND
HUMAN RESOURCE MANAGEMENT IN THE DEPARTMENT OF BUSINESS
MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES,
COVENANT UNIVERSITY, OTA**

DECEMBER, 2020

ACCEPTANCE

This is to attest that this Thesis is accepted as partial fulfilment of the requirements for the award of the degree of the Doctor of Philosophy (Ph.D) in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State

Mr. John A. Philip

Secretary, School of Postgraduate Studies

.....

Signature and Date

Prof. Obinna C. Nwinyi,

Ag. Dean, School of Postgraduate Studies

.....

Signature and Date

DECLARATION

I, **IGBADUMHE, ABAYE FRIDAY (16PAC01419)**, declare that this research work was carried out by me under the supervision of Dr. Adeniji, A. Adenike and Dr. Osibanjo, O. Adewale of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State. I attest that the thesis has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis were duly acknowledged.

IGBADUMHE, ABAYE FRIDAY

Signature and Date

CERTIFICATION

We certify that the thesis titled “**Determinants of Job-Hopping Intentions, Generational Diversity and Academics’ Engagement in Selected Universities in Southwest Nigeria**” is an original work carried out by **IGBADUMHE, ABAYE FRIDAY (16PAC01419)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Anthonia A. Adeniji and Dr. Omotayo A. Osibanjo. We have examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy (Ph.D.) Degree in Industrial Relations and Human Resource Management.

Dr. Anthonia A. Adeniji
Supervisor

.....
Signature and Date

Dr. Osibanjo, O. Adewale
Co-Supervisor

.....
Signature and Date

Dr. Anthonia A. Adeniji
Head, Department of Business Management

.....
Signature and Date

External Examiner

.....
Signature and Date

Prof. Akan B. Williams
Dean, School of Postgraduate Studies

.....
Signature and Date

DEDICATION

This thesis is dedicated to God Almighty for making this dream a reality

ACKNOWLEDGEMENTS

To God, first and foremost, be the glory, honour and praise for giving us His son, Jesus Christ and the Holy Spirit that have made a big difference in my life; past, present and future. Thank you, Lord, a million times!

My gratitude goes to the Chancellor of Covenant University, Ota, Dr. David O. Oyedepo. You have tremendously and positively affected our lives. We have been impacted by your life of zeal, commitment, excellence and love for the kingdom. We are sure to prove the worth of your impact in our lives and generation.

My appreciation goes to the Vice Chancellor of Covenant University, Prof. Abiodun H. Adebayo, the former Vice Chancellor, Prof. Aaron A.A Ateyero, the Registrar, Dr Olusegun P. Omidiora, the Dean, School of Postgraduate Studies, Professor Akan B. Williams, the Sub Dean, Prof. Obinna C. Nwinyi, the Dean, College of Management and Social Sciences, Prof. Uwalomwa Uwuigbe. May God bless you all for your steadfast to the vision 1 of 10 in 10 and to make Covenant University the best citadel of learning in the African continent.

I express my sincere gratitude to immediate past Head of Department, Prof. Chinonye, L. Moses. Your words of encouragement and godly counsel, were timely and refreshing. I wholeheartedly appreciate you. The role of my humble Head of Department and supervisor, Dr. Anthonia A. Adeniji in this regard cannot be overemphasized. She was so inspirational, understanding, optimistic, gracious, patient, as well as meticulous in handling me and the work throughout the period of this project. Thanks for your patience, guidance, dedication and commitment to the success of this work. I consider it a great privilege to do my doctoral programme under your supervision.

My earnest gratitude also goes to my Co-Supervisor, Dr. Osibanjo O. Adewale. His desire for quality and excellence improved the work tremendously. Thank you, sir.

The senior faculty members of the Department of Business Management have been very kind enough to extend their help at various phases of this research, whenever I approached them. I acknowledge Prof. Rowland Worlu for his valuable suggestions and concise comments. I remain ever grateful to Dr. Olaleke Ogunnaike who consistently extended his research expertise to me

throughout the duration of this study. Sir your scholarly contributions and unflinching support made this work better. Thanks so much for your labour of love.

I acknowledge Dr. Kehinde Oladele, Dr. Adegbuyi Omotayo, Dr. Igbino Ebeguki, Dr. Oyewunmi Olabode, Dr. Olokundun Maxwell, Dr. Oyewunmi Adebukola, Dr. Falola Hezekiah, Dr. Salau Odunayo, Dr. Ibidunni Ayodotun, Dr Ufua Daniel, Dr. Borisade Taiye, Dr. Adeyeye, Dr. Ogbari, Dr. Ukenna, Dr. Dirisu Joy, Mrs Aka Deborah Dr. Atolagbe Tolulope, Dr. Amaihian Augusta and Dr. Adeniji Chinyerem. Your contributions came in different forms and dimensions. I am indeed grateful.

I want to specially thank Prof Samuel Wara, Prof. Abiodun Adebayo, Prof. Daniel Gberevbie. Prof. Francis Iyoha and Prof. Patrick .A Edewor of blessed memory. You all stood by me when the way was not smooth. I am glad your labour is not in vain.

Also, special appreciation goes to the Secretary, School of Postgraduate Studies Mr. John A. Philip, I thank you for all your efforts towards the success of this work.

My deepest gratitude goes to my own elder brother from same Womb, Dr. David. Imhonopi of the Department of Sociology. This feat was possible only because of the unconditional support you provided. Thanks for the push and sacrifice. I will not fail to acknowledge your humble wife, Dr Mrs Gloria Imhonopi, HOD, CMPC, Federal Medical Centre, Abeokuta whose exemplary character is a model for many of us.

I deeply miss my mother, Mary Igbadumhe, who is not around to share in this joy. Thanks for giving me your best. I owe a lot to my elder sister, Patience Ezuya. Thanks for all your efforts during my master's programme at the University of Ibadan. I acknowledge my immediate elder brother Marcus Igbadumhe. Thanks for your love and care.

I remain ever grateful to a father from another clan Lieutenant Colonel Albert. A. Alao. (Rtd) You longed to see this achievement come true. I deeply appreciate you. Thanks so much for all your sacrifice. May God prolong your days on earth in good health to eat from the fruits of your labour. I will not fail to acknowledge Mummy Modupe Alao of blessed memory. Thanks for all you did for me. May your gentle soul rest in peace.

My sincere and heartfelt gratitude goes to Commodore Yomi Aborisade (Rtd) and Commodore Harrison Iwetan (Rtd). I am grateful to God for causing our paths to cross in the journey of life. Thank you, Sirs, for all your help and support.

The thesis would not have come to a successful completion, without the help I received from certain individuals. I sincerely express my gratitude to Dr. Salau Odunayo, Dr. Ibidunni Ayodotun, Dr. Falola Hezekiah, Dr. Moses Melefa and Dr. Ohunakin Folakemi. You all extended your support in a very special way. I am grateful.

Special appreciation to my closest pals and thesis discussants Mrs Awele Ohaegbu, Mr. Richards Ewuoso and Sarah Igbadumhe. Your suggestions and efforts at various points of my research programme helped me a great deal. Thank you.

My sincere appreciation goes to all my colleagues, Mrs. Mercy Agumadu, Mrs. Adebayo Funke, Mr. Dada Joseph, Mr. Egwurube Godwin, Mrs Wara Hellen, Mrs Adeoye Loveth and Mrs. Adesanya Funmilayo. The completion of this thesis was possible because of your scholarly interactions and contributions.

I am very much indebted to my wife, Sarah Igbadumhe. You supported me in every possible way to see to the completion of this work. Thank you to Triumph and Mercy-great for always creating an atmosphere of joy.

Above all, I owe it all to Almighty God for granting me the wisdom, health, strength as well as all the resources needed to undertake this research and for enabling me to complete.