

**SOCIODEMOGRAPHIC DETERMINANTS OF TURNOVER  
INTENTIONS AMONG NON-ACADEMIC STAFF IN STATE-  
OWNED UNIVERSITIES IN IMO STATE**

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**ABSTRACT:** This Study explored the sociodemographic determinates of turnover intentions among non-academic staff in state-owned universities in imo state. Three hypotheses were postulated and tested. One hundred and ninety-seven non-academic staff members were selected through a convenience sampling technique, which comprised 108 females and 89 males, out of which 107 were married and 90 were single. Their ages ranged from 29 to 53 years, with an average age of 35.23 years and a standard deviation of 9.24. The participants were administered with turnover intentions inventory (TOI). A cross-sectional survey design was adopted, analysis of variance (ANOVA) was used to analyse data collected. The results revealed that gender and age independently did not influence turnover intentions among non-academic staff at state-owned universities in imo state, while marital status influenced turnover intentions among non-academic staff at state-owned universities in imo state. This study addresses key gaps in turnover intentions and the need to adopt holistic approaches on how to reduce its effect on tertiary institutions. State government as a matter of urgency should strive to improve working conditions of non-academic staff through enhancing staff welfare and benefits, promoting job security, career progression and provide training and development opportunities.

**Keywords:** Gender, Age, Marital Status, Turnover intentions, Non- Academic Staff, State-Owned Universities

## **INTRODUCTION**

The dynamic, unstable and unpredictable competitive landscape necessitates that organizations make successful and efficient use of their physical, financial, legal and human resources to surpass competitors (Gulati & Monica, 2022). Employees who are completely devoted and satisfied should stay with the organization for a longer time, which is crucial for attaining organizational goals in a dynamic and complicated environment (Silva & Dias, 2023). Organizations use human resource management practices to recruit, inspire and keep employees. However, retaining employees and encouraging them to feel strong loyalty to the organization are significant challenges currently confronting all organizations.

Employee turnover refers to the situation in which an employee leaves an organization. It can be classified as voluntary when it is the employee who decides to terminate the working relationship or involuntary when it is the employer who decides (Silva & Diaz, 2023). Voluntary turnover is further divided into functional turnover and dysfunctional turnover (Wang & Wang, 2020), which refer to the exit of low-performing workers and high-performing workers respectively. The deterioration of a high-performing employee can have a detrimental effect on the organization itself (Chelengat & Kenyetta, 2020) and the labour market at large (Eunice & Soyemi, 2022). It is important for organizations to be able to retain their talented workforce, as this brings stability and growth (Eunice & Soyemi, 2022). It is also important for governments to monitor whether organizations are able to do so as changes in employee turnover can be symptomatic of an ailing economic sector. Understanding why employees leave their jobs is crucial for both employers and policy makers, especially when the goal is to prevent this from happening. Turnover intention, which is an employee's reported willingness to leave the organization within a defined period of time, is considered the best predictor of actual employee turnover. However, the link between the two has been questioned (Nadeem, Khan, Imtiaz, & Iftikhar, 2020).

High turnover intention (TOI) makes it difficult for businesses to achieve their goals and causes substantial organizational losses (Kumar, Akbar, & Khan, 2021). The loss of a highly competent employee affects organizational reputation, profitability and performance (Muzaffar & Javed, 2021; Kakar, Muhammad, Khan, & Haider, 2022), commitment and overall vision (Kumar, Akbar, & Khan, 2021). Additionally, the loss of competent academicians could negatively affect the reputation of a university and the quality of work produced. There are many things that become the question why an employee leaves the organization or company where he works. This action is called turnover intention, namely the tendency or intention of employees to quit their job. Of course, it is important for companies to determine the cause because employee turnover requires a large amount of money. Factors that influence turnover intention. Factors that trigger turnover intentions include aspects of work, job satisfaction, work stress, age, education level, work culture, work pressure, workload, marital status, and job insecurity. The factors that can reduce turnover intentions are good leadership, internal and external work environments, high organizational commitment and low role conflict (Wang & Wang, 2020). Retaining skilled and motivated employees is a critical challenge facing organizations, particularly tertiary institutions. However, in general, turnover creates monetary and structural stress on the organization within which it occurs, especially voluntary turnover. At least with involuntary turnover, the organization within can make preparations to reduce losses. To reduce turnover intention, organizations can offer strategic compensation packages, especially those emphasizing performance and tenure. Additionally, employee-centric businesses tend to have fewer turnovers because the staff feels like it has a voice and the company values its contributions.

Another important variable in this study is Gender, which entails the state of being a male or a female. Works on Gender earlier showed that gender is not a strong predictor for intention to leave. There is a need to analyse the association between the Intention to leave and the organizational commitment regarding female and male. The priorities relating the Intention to leave of a male become highly prominent in case his spouse is also on job in certain organization due to family commitment. In the light of research, the career satisfaction among the female folks is greater and so the organizational commitment. While the males, if highly skilled and single in their marital

status, are less committed to their organization. The higher the obligations, the lesser the Intention to leave. The higher the Intention to leave, the larger the switchovers and, ultimately, the efficiency on the part of the organization will be highly hampered. More research, analysis, and discussions are needed in this regard (Ronen & Pines, 2008). If the organizations are situated in different cities, the Intention to leave on the part of both husband and wife will be highly affected. Consequently, the phenomenon will culminate on the switchover from either side. In the case of educated female workers working in academic institutions in Pakistan, they have to develop a timetable regarding their working hours in the organization and housekeeping. It is observed that the graph of Intentions to leave among the females comes down as they are committed to their organizations. On the other hand, the males, if the chances appear, are more vulnerable to turnover intentions (Mali et al., 2010). In some studies, turnover intentions are greater among females; in other studies, it is greater among males. On the other hand, some researches reveal that there is no significant difference between the both.

Age on the other hand talks about the span of life which the person spends in the organization is called his/her age. Age is one of the mainly studied demographic factors for both absenteeism and switchover. The basic underlying principle for the association between age and absenteeism is that the older employees will show a lower absentee rate because of a better professional grooming that is developed by the course of time. Along the graph of turnover, intentions go down, and the person shows his/her commitment to the higher level. In the case of teaching faculty, the youngsters are more passionate. Thus, the level of contentment among them is a bit lower, and so is the organizational commitment (Rouyn & Meme, 2012). Some very conflicting trends are studied regarding age as this demographic factor becomes very complex.

Age plays a vital role in developing the intention to leave and the consequent switchover. Teachers, as they improve their academic calibre, either they are young or otherwise, the tendency of switchovers had been studied in both cases. So, the age is not a strong predictor of turnover intentions and OC in turn. In addition, there was a statistically significant association between certain demographic variables such as age and intention to leave. A negative Determining the Impact of Demographics on the Intention to Leave of Academicians in him is of the DCs Like Pakistan Marital status is another variable in this work; it refers to the state of a person; being married or unmarried is called the marital status of the respondent. Numerous studies have been conducted on the relationship between demographic variables like marital status and intention to leave. Regarding marital status, singles (unmarried), particularly men, are more vulnerable to switchovers than married persons (Iran Mali, 2010). The study revealed that females, those who are married, with higher academic qualification, occupying permanent position and having advanced increments with high salary packages are eventually more likely to stay in the institution (Louisa & Sana, 2012). In terms of marital status, singles, especially men, are more exposed to switchovers than married. It seems that singles are more tilted towards the change than others. Divorcees in this regard are more committed, as their social status demands financial and professional stability (Mating et al., 2012). Last but not the least, this demographic factor gives us a diverse response for the different stratum of society. It comes out to be a very tedious task when the research is carried out regarding the impact of marital status on Intentions to leave and OC in turn. Research has shown that female employees tend to have higher turnover intentions due to work-life balance issues, family responsibilities, and glass ceiling effects. In contrast, males tend

to prioritize job security and career advancement. Younger employees (20-30 years) tend to have higher turnover intentions due to career exploration and job hopping, while older employees (50+ years) tend to have lower turnover intentions due to job security, retirement plans, and organizational commitment. Furthermore, married employees tend to have lower turnover intentions due to family stability and financial security. Single employees tend to have higher turnover intentions due to flexibility and career exploration. (Silva & Dias, 2023).

### **Statement of the Problem**

Non-academic staff at Nigerian universities face various challenges, including work-related issues such as poor working conditions and inadequate infrastructure, which includes offices and equipment. They also contend with heavy workloads, limited staffing, and few career advancement opportunities. Administrative challenges are present as well, involving bureaucratic red tape, lack of autonomy, inefficient communication channels, poor human resource management, and limited involvement in decision-making processes. Financial challenges further compound the situation, manifesting as low salaries and allowances, delayed salary payments, limited benefits like health insurance and pensions, high living costs, and financial constraints due to the economic downturn. Additionally, psychological challenges, including stress and burnout, low morale, and job insecurity, are prevalent among non-academic staff, contributing to a poor work-life balance. Specific challenges in the Nigerian context include the following: 1. ASUU (Academic Staff Union of Universities) strikes and disruptions; 2. Funding constraints and budget cuts; 3. Corruption and mismanagement; 4. Politicization of university administration; 5. Security concerns (International Labour Organization, 2021, NIM, 2021).

Despite the essential role of non-academic staff in supporting the academic mission of higher education institutions, high turnover rates among this group remain a persistent concern. This study aims to bridge this knowledge gap by examining the impact of gender, age, and marital status on turnover intentions among non-academic staff in Nigerian universities. Furthermore, there is a lack of empirical research exploring the sociodemographic determinants of turnover intentions among non-academic staff in higher education institutions. Existing studies often focus on specific types of non-academic staff (e.g., administrative staff) or institutions (e.g., universities) and their unique characteristics, such as job type and work schedule. This research aims to address these evident gaps in knowledge and provide valuable insights for higher education institutions to develop targeted retention strategies and enhance the work experience of non-academic staff.

### **Purpose of the Study**

The general purpose of this study is to investigate the sociodemographic determinants of turnover intentions among non-academic staff at state-owned universities. Specifically, the researcher aims to determine if:

1. Gender significantly influences turnover intentions among non-academic staff at state-owned universities in Imo State.
2. Age significantly influences turnover intentions among non-academic staff at state-owned universities in Imo State.

3. Marital status significantly influences turnover intentions among non-academic staff at state-owned universities in Imo State.

### **Theoretical Framework**

This work is anchored in Social Exchange Theory, which proposes that social relationships are based on exchanges of resources, such as emotional support and tangible benefits. Employees seek to maximize their gains in these exchanges. There are three main assumptions stated in this theory: Reciprocity, which suggests that an employee who perceives organizational support is likely to reciprocate with organizational commitment; Self-interest, which states that workers act in their own self-interest; and Interdependence, where social exchanges involve dependence between parties. This theoretical framework provides a foundation for understanding the complex relationships among sociodemographic determinants, perceived organizational support, job satisfaction, and turnover intention among non-academic staff.

### **Empirical Review**

#### **Sociodemographic Variables and Turnover Intentions**

Kassashun and Peteti (2024) investigated academic employees' intentions to leave higher education institutions based on gender and age. A quantitative research approach employing a descriptive survey design was utilized. A sample of 319 academic employees from both private and public universities in Addis Ababa was selected to collect the data using the proportional stratified random sampling method. The data was analyzed using mean, ANOVA, and t-tests. The findings of this study revealed that the majority of the respondents intended to leave their academic institutions. Additionally, this study indicated that female academic employees had a greater intent to leave than their male counterparts. Furthermore, it was found that middle-aged academic employees had a significantly higher intention to leave compared to younger and relatively older age groups. Therefore, university administrators should provide financial incentives and promotion opportunities for academic employees. They should also address gender issues affecting female academics.

Kanchana and Jayathilaka (2023) studied psychographics and socio-demographic factors in one study and analyzed their impact on employee turnover. A Probit regression model utilizing the stepwise technique was employed to analyze the collected data. Using ventures in Sri Lanka as a case study, this research demonstrates that employee turnover occurs at different stages, with independent factors impacting each stage differently. The study population consisted of professionals who have been key players in Sri Lankan startups, totaling 230 respondents. Data analysis was conducted using a forward stepwise technique in STATA. The results confirmed that job satisfaction and co-worker support negatively affect employee turnover, while leader-member exchange positively influences it. This research also established a significant positive relationship between male employees in their thirties and higher employee turnover.

The impact of demographic factors on work-family conflict and turnover intentions in the hotel industry was carried out by Tepavčević, Vukosav, and Bradić (2021), who looked at Gender, age,

education and marital status on work-family conflict (WFC) and turnover intentions (TI) a sample of 100 employees in different hotel facilities, by applying t-test and analysis of variance ANOVA, it was found that socio-demographic characteristics are not significant indicators of experiencing WFC, but age and marital status are proven to be significant determinants of turnover intentions. Results obtained in this study can help managers to understand antecedents and consequences of experiencing work-family conflict and to undertake activities to reduce these conflicts and turnover intentions of employees. Furthermore, Haileyesus and Ethel (2020) researched the determinants of university turnover intentions. The case of Dire Dawa University, Ethiopia. Data was collected from 154 sample academic staff of the University. To analyse the data, the Chi-square test and binary logistic regression analysis method were employed. The findings of this study showed that factors such as job satisfaction, job security, salary, allowance/incentive, career growth opportunity, training opportunity, good relationship with employees and good relationship with the head were found to be the significant factors that affect staff turnover intention. However, there is no statistically significant association between turnover intention and factors such as Gender, age, marital status, educational level and work experiences of employees.

Several studies concerning gender in public universities in Ethiopia (Demlie & Endris, 2021; Mulie & Sime, 2018) showed that female academicians are more likely to intend to leave than their male counterparts. In contrast, the turnover intention among male academicians was found to be higher than that of female academicians at Mettu University, Ethiopia (Yarinbab & Mezgebu, 2019). However, a study by Agmasu (2020) found no significant differences in turnover intention between male and female academic employees at Woldia University, Ethiopia. Similarly, research by Haileyesus et al. (2019) indicated that there were no significant variations in faculty members' intentions to leave their current positions between men and women. These findings were corroborated by Mulie and Simie (2018), who, in their study, also found no significant differences in turnover intentions among male and female academic employees.

Additionally, a study by Dilara, Orhan, and Tanriverdic (2015) investigated the relationship between demographic factors in the working department and turnover intentions. The study aimed to determine whether demographic factors (e.g., age, gender, marital status, education) and other aspects such as tenure, wage, position, and working department affect the turnover intention of employees in the hospitality industry. Surveys were employed as the primary data collection tool for this research, which was conducted in various departments of five-star hotels in Istanbul, involving a total of 297 hotel managers and staff from different ranks. For data analysis, t-tests and ANOVA tests were performed to assess the relationship between demographic factors, such as age, gender, marital status, education, and factors like tenure, wage, position, working department, and turnover intention. The results indicated that demographic factors, including age, gender, marital status, and education, along with factors like tenure, wage, position, and working department, are determinants of turnover intention.

Choong, Keh, Tan, and Tan (2020) examined the relationship between demographic antecedents and turnover intention among private university academic staff in Malaysia. This study adopted a quantitative and cross-sectional method. The targeted population was academic staff at Malaysian private universities. A proportionate stratified sampling technique was employed, resulting in a total of 377 samples collected. Several assumption tests were effectively conducted, including the

normality test, reliability test, and factor analysis. Additionally, One-Way ANOVA and independent sample t-tests were used to test the hypotheses. Key findings revealed significant differences between gender and marital status regarding turnover intention, with females exhibiting a higher intention to leave compared to males, while married respondents show greater job commitment than single respondents. The current research results also indicated a significant difference in turnover intention among age groups; however, no significant difference was found concerning educational levels. The results reaffirmed that older individuals are more willing to remain at their respective institutions compared to their younger counterparts. Several valuable implications were highlighted to help address turnover intention issues. Additionally, limitations and future research directions were acknowledged and proposed as well.

Mulie and Sime (2018) conducted a study on “Determinants of Employee Turnover Intention among the Academic Staff of Selected Ethiopian Public Universities.” This study utilized a binary logistic regression model for data analysis, and the results indicated that female academic employees are 1.492 times more likely to have a turnover intention than their male counterparts. According to Zulfqar et al. (2011), women tend to value both work and family, while men find fulfillment through greater achievements at work. This implies that male employees are more inclined to prioritize their careers, making them less likely to leave their jobs. Conversely, women, in addition to their job responsibilities, also bear the responsibility of caring for their families at home. In a study conducted by Amani and Komba (2016) in Tanzanian public universities, the results revealed a significant gender difference in turnover intentions. The mean score for the turnover intention of male academic employees ( $M = 5.89$ ,  $SD = 1.02$ ) was higher than that of female academic employees ( $M = 4.48$ ,  $SD = 0.89$ ). A statistically significant difference ( $t(66) = 2.413$ ,  $p < .01$ ) was also found, indicating that male academic employees in public universities were more likely to intend to leave their jobs compared to female academic employees. This aligns with another empirical study employing a logistic regression model, which found that the odds of turnover intention among male faculty members were nearly seven times greater ( $AOR = 6.78$ ,  $95\% CI = 2.66, 17.18$ ) than those of female faculty members at Mettu University, Ethiopia (Yarinbab & Mezgebu, 2019).

Khan et al. (2013) investigated the demographic impact on the intention to leave among academics in higher educational institutions in developing countries (DCs). The researchers developed a theoretical framework in which demographics (age, gender, marital status, qualification, designation, department, domicile, and experience) served as the independent variables, while intention to leave was the dependent variable, used as a research model in the experimental study. The intention to leave among professionals in higher education has significant consequences for universities in various respects. It may lead to disruptions in academic activities, rescheduling of vacancies concerning advertisements, budget allocations, legalities, and more. Thus, the entire phenomenon resulting from the intention to leave may alter the dynamics of the profession.

## **Hypotheses**

1. Gender will have a statistically significant effect on turnover intentions among non-academic staff in state-owned universities in Imo State.

2. Age will have a statistically significant effect on turnover intentions among non-academic staff in state-owned universities in Imo State.
3. Marital status will have a statistically significant effect on turnover intentions among non-academic staff in state-owned universities in Imo State.

## **METHOD**

### **Participants**

The researchers selected one hundred ninety-seven (197) non-academic staff for this study, drawn through a convenience sampling technique from Imo State University Owerri, University of Agriculture and Environmental Sciences Umuagwo, and Kingsley Ozumba Madiwe University Orlu. These institutions were chosen because they are state-owned. This sampling technique limits generalizability. The participants included 108 females and 89 males, with 107 married and 90 single individuals. Their ages ranged from 29 to 53 years, with a mean age of 35 years and a standard deviation of 9.24.

### **Instruments**

Data collection utilized one instrument: the Turnover Intention Inventory (TOI). The Turnover Intention Inventory, developed by the researcher, consists of 15 items scored on a five-point Likert scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). This scale was reviewed by two professionals in the field for face validity. To evaluate the internal consistency and validity, it was subjected to a pilot study with 102 personnel from Federal Polytechnic Nekede and Imo State Polytechnic, Omuma. The analysis produced an overall Cronbach's alpha coefficient of .87, exceeding Nunnally's (1978) minimum internal consistency criterion of .70. The corrected item totals ranged from .33 to .75, indicating that the scale items effectively measure the same construct. The scale demonstrates a reliability of .87 and a validity of .72. The normative score for the scale is 50.06, where scores above this norm indicate high employee turnover intentions, while scores below indicate low turnover intentions.

### **Ethical consideration**

**Voluntary Participation and Consent:** The researcher informed the available teachers about this study honestly and did not persuade or coerce any participants to take part. Instead, the researcher provided them the opportunity to withdraw from the research at any point they deemed appropriate. All participants explicitly agreed to participate in the study. **Confidentiality:** The researcher made a firm agreement with the respondents to respect and never reveal the information provided by the research participants, ensuring their anonymity.

### **Design and Statistic**

A cross-sectional survey design was employed for the study since a sample from a large population was examined at one time. A three-way Analysis of Variance (ANOVA) was utilized for data



analysis because it helps determine if the differences between groups are statistically significant, enabling the researcher to conclude the data.

## RESULTS

The results of the analyses below provide insight into the sociocultural determinants of turnover intentions among non-academic staff in state-owned universities in Imo State. Specifically, the effects of gender, age, and marital status were explored through descriptive and inferential statistics, with particular attention to their interaction effects on turnover intentions.

### Descriptive Statistics

**Table 1: Descriptive Statistics Showing Turnover Intentions Based on Gender, Age, and Marital Status**

Gender	Age	Marital Status	Mean	Std. Deviation	N
Female	Young	Single	48.78	8.339	23
		Married	42.70	10.810	20
	Old	Single	48.30	9.785	27
		Married	41.37	11.105	38
Male	Young	Single	52.37	8.970	19
		Married	41.43	11.642	23
	Old	Single	48.10	8.723	21
		Married	45.92	11.933	26

According to the demographics presented in Table 1 above, younger staff members reported higher turnover intentions, particularly single males (Mean = 52.37, SD = 8.970), whereas older married females indicated lower turnover intentions (Mean = 41.37, SD = 11.105). On average, single staff members, regardless of gender or age, demonstrated higher turnover intentions than their married counterparts.

**Table 2: ANOVA Statistic for Gender, Age, and Marital Status on Turnover Intentions among Non-Academic Staff in State-Owned Universities in Imo State**

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Gender	131.392	1	131.392	1.222	.270	.006
Age Level	7.577	1	7.577	0.070	.791	.000
Marital Status	2011.850	1	2011.850	18.718	.000	.090
Gender * Age Level	12.191	1	12.191	0.113	.737	.001
Gender * MS	0.027	1	0.027	0.000	.987	.000
Age Level * MS	184.845	1	184.845	1.720	.191	.009
Gender * Age Level * MS	272.223	1	272.223	2.533	.113	.013

The analysis of variance (ANOVA) in Table 2 shows significant effects of marital status ( $F = 18.718, p < .001$ ) on turnover intentions, explaining about 9% of the variance (partial  $\eta^2 = .090$ ). However, gender ( $F = 1.222, p = .270$ ) and age ( $F = 0.070, p = .791$ ) were not significant determinants. There were also no significant interaction effects between gender, age, and marital status ( $F = 2.533, p = .113$ ), implying that the combination of these variables does not significantly alter turnover intentions.

The results indicate that marital status is the most significant determinant of turnover intentions, with single employees having higher turnover intentions than married employees. The absence of significant effects for gender and age highlights the need for targeted interventions focusing on marital status to mitigate turnover.

## DISCUSSION

The findings from this study provide valuable insights into the factors that influence turnover intentions among non-academic staff in state-owned universities. The significant effect of marital status aligns with previous research, which has consistently demonstrated that married employees tend to show lower turnover intentions compared to their single counterparts (Kakar, Muhammad Khan, & Haider, 2022). This may be attributed to the fact that married individuals often have more familial responsibilities and a greater need for job stability (Hausknecht & Trevor, 2019). This finding is consistent with the study of Kassashun and Peteti (2024), who found out that marital status predicted turnover intention.

The lack of significant effects of gender and age on turnover intentions is somewhat surprising, especially in light of existing literature that has documented gender differences in turnover rates in certain sectors (Rubel et al., 2022). One possible explanation for the non-significant effect of gender could be the relatively balanced gender distribution in the sample, which may have reduced gender-related variance in turnover intentions. Moreover, the homogeneity of the workforce in terms of job roles may have moderated any potential age effects (Allen et al., 2021).

Furthermore, the non-significant interaction effects between gender, age, and marital status suggest that these variables independently influence turnover intentions without combining to create distinct patterns of turnover behaviour. This is consistent with findings by Mitchell et al. (2019), who found that individual demographic factors often exert independent, rather than synergistic, effects on employee retention.

It is worth noting the importance of contextual factors, such as the state-owned nature of the universities in the study. Public institutions often provide higher job security compared to private entities, which may diminish the relevance of certain demographic predictors like age and gender (Kim & Lee, 2020). However, marital status remains a crucial determinant, likely due to its impact on financial stability and the demand for a steady income, which is particularly relevant in less economically robust regions like Imo State.

These findings have practical implications for university administrators and policymakers, particularly in the Nigerian context, where administrative inefficiencies and staff dissatisfaction

often plague university systems (Akanji et al., 2020). To address the high turnover rates among non-academic staff, universities should focus on enhancing organisational support mechanisms, such as providing resources for professional development, ensuring job security, and promoting a supportive work environment. By fostering an organisational culture that prioritises staff welfare, universities can potentially mitigate turnover intentions. In addition, promoting policies that encourage better work–life balance is crucial. Initiatives such as flexible work schedules, remote work options, and mental health programs could help non-academic staff manage their work and personal responsibilities more effectively. Given that work–life balance was a significant predictor of turnover intentions, albeit weaker than POS was, addressing these issues could still provide meaningful improvements in employee retention.

### **Implications of the Study**

The first finding of the study indicates that gender is not a significant predictor of turnover intentions. This result will boost the morale of female employees who perceive their male counterparts as being more favorable in terms of turnover intention. This insight will encourage employers to eliminate bias during the recruitment process, as gender does not influence turnover intention.

Similarly, the second finding of the study suggests that age is not a determinant of turnover intentions. There are variables that affect turnover intention, such as perceived organizational support and work-life balance. When these two variables are lacking, employees' intention to leave increases. This will send a strong message to personnel psychologists and human resource managers who prefer to hire older workers due to their experience, believing they should have lower turnover intentions. However, the results indicate otherwise, arguing a case for younger applicants during recruitment.

Finally, the third finding of this study revealed that marital status is a significant predictor of turnover intention, as single employees have higher turnover intentions than their married counterparts. This is accurate because married employees often bear more responsibilities and have a greater need for job stability than single employees. This finding will inform personnel managers about the importance of addressing the needs of married employees, as they can help achieve organizational goals due to their lower turnover intentions and preference for job stability.

### **Limitations and Future Research**

While this study provides valuable insights into the factors affecting turnover intentions among non-academic staff, it has several limitations. First, the cross-sectional nature of the data limits the ability to draw causal inferences between gender, age, marital status, and turnover intentions. Longitudinal studies would be beneficial in examining how changes in these predictors influence turnover intentions over time. Second, the study focused on non-academic staff at state-owned universities in Imo State, limiting the generalizability of the findings to other regions or institutions. Future studies could expand the sample to include academic staff or staff from private universities to determine if the results hold across different employee groups and institutional settings.

Finally, while marital status explained a significant portion of the variance in turnover intentions, other factors likely contribute to turnover intentions that were not included in this study. For instance, variables such as job satisfaction, perceived organisational support, leadership styles, and work-life balance may also play important roles in determining employee turnover intentions (Mobley, 1977; Griffeth et al., 2000). Future research should consider incorporating these factors into the model to provide a more comprehensive understanding of turnover intentions.

### **Suggestions for further studies**

Researchers interested in conducting studies in this area in the near future can follow these guidelines: First, they should strive to increase their sample size because the larger the sample, the better the results. Second, they should ensure that they select participants from other institutions besides universities, such as polytechnics and colleges of education. This approach will also ensure a greater number of non-academic staff participate, which will enhance the external validity of the results. Finally, future researchers should use sampling techniques other than convenience sampling, as this method does not guarantee generalizability and may allow participants to underreport or exaggerate their responses.

### **Conclusion**

In conclusion, the study underscores the necessity of management strategies that consider employees' personal circumstances, particularly their marital status. Programs designed to enhance engagement and retention among single employees may be particularly effective in reducing turnover rates. Future research could further examine how other sociodemographic factors, such as education and income levels, interact with marital status to influence turnover intentions. By cultivating a supportive culture and implementing policies that encourage a healthy work-life balance, universities can mitigate the negative impacts of turnover, including recruitment and training costs, loss of institutional knowledge, and disruption of administrative functions. Moreover, this research lays the groundwork for future investigations into the broader organizational and personal factors that affect employee turnover intentions, highlighting the significance of context-specific studies in comprehending employee retention dynamics.

### **Recommendations**

Based on the findings of the study, the researcher recommends the following:

- i. Management and the state government should prioritize hiring married employees, as they are likely to have lower intentions to leave the organization. This will help achieve the organizational goal, as experienced employees will not be lost due to turnover intentions.
- ii. The government should address financial constraints and ensure timely salary payments for non-academic staff. Additionally, involving them in decision-making will foster a sense of belonging and reduce turnover intentions.
- iii. The management of tertiary institutions should organize workshops and seminars to teach non-academic staff how to balance their work, family, and personal lives; this will address the social and psychological challenges they face and help reduce turnover intentions.

- iv. The state government, through the Commissioner of Education, should develop programs focused on staff welfare, recognition, rewards, and benefits. This will motivate them to exert more effort while considering the physical, financial, and psychological rewards.

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