



Lecturers' Retention as a Determinant of Goal Achievement in Private Colleges of Education in South-West, Nigeria

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Abstract

The attraction and employment of highly experienced and competent lecturers for education delivery in higher institutions has been a global concern. It is as a result that this study examined lecturers' retention as a determinant of goal attainment in South-West Nigerian private colleges of education. The research design used in the study was descriptive. 763 lecturers and all of the heads of primary and post-primary schools in South-West Nigeria made up the study's population. Three states were chosen from the zone, which included Lagos, Oyo, and Osun States, using the purposive sampling technique. The states were chosen due to their extensive experience in the area. Additionally, 10 of the 25 private colleges of education in the sampled states were chosen using the purposive sampling technique. The colleges were chosen to supply crucial information required for this because they were founded before 2021. For this study, 215 primary and post-primary school heads and 28 management staff members were chosen using the purposive sampling technique. Data for this study were gathered using the Goal Achievement Questionnaire and Lecturers' Retention Questionnaire, at the .05 level of significance, Pearson Product-Moment Correlation Statistics were used to test the study's hypotheses. The findings revealed that lecturers' retention level is moderate, and there is a significant relationship between lecturers' retention and goal achievement in private colleges of education. The study recommended, among others, that management should ensure attractive salary and compensation packages for lecturers of private colleges of education.

Keywords: Goal, Colleges of Education, Lecturers' Retention.

Abstrak

Perekrutan dan retensi dosen yang sangat berpengalaman dan kompeten untuk mengajar di lembaga pendidikan tinggi telah menjadi perhatian global. Oleh karena itu, penelitian ini mengkaji retensi dosen sebagai faktor penentu pencapaian tujuan di perguruan tinggi pendidikan swasta di Nigeria Barat Daya. Desain penelitian yang digunakan dalam studi ini adalah deskriptif. Populasi penelitian terdiri dari 763 dosen serta seluruh kepala sekolah dasar dan menengah di Nigeria Barat Daya. Tiga negara bagian dipilih dari wilayah tersebut—Lagos, Oyo, dan Osun—dengan menggunakan teknik pengambilan sampel purposif. Negara-negara bagian ini dipilih karena pengalaman mereka yang luas di bidang ini. Selain itu, 10 dari 25 perguruan tinggi pendidikan swasta di negara-negara bagian yang menjadi sampel dipilih dengan menggunakan teknik pengambilan sampel purposif. Perguruan tinggi-perguruan tinggi ini dipilih untuk memberikan informasi penting yang diperlukan untuk penelitian ini karena didirikan sebelum tahun 2021. Untuk penelitian ini, 215 kepala sekolah tingkat dasar dan menengah serta 28 anggota staf manajemen dipilih menggunakan teknik sampling purposif.

Data untuk penelitian ini dikumpulkan menggunakan Kuesioner Pencapaian Tujuan dan Kuesioner Retensi Dosen; pada tingkat signifikansi 0,05, Statistik Korelasi Produk-Momen Pearson digunakan untuk menguji hipotesis penelitian. Temuan menunjukkan bahwa tingkat retensi dosen tergolong sedang, dan terdapat hubungan yang signifikan antara retensi dosen dan pencapaian tujuan di perguruan tinggi pendidikan swasta. Penelitian ini merekomendasikan, antara lain, agar manajemen memastikan paket gaji dan kompensasi yang menarik bagi dosen di perguruan tinggi pendidikan swasta.

Kata Kunci: Tujuan, Perguruan Tinggi Pendidikan, Retensi Dosen.

Introduction

The connection between employers and employees has undergone a significant transformation, resulting in the noticeable decline of long-standing commitment from employees towards their organisations. This shift is primarily attributed to the frequent job transitions employees make in pursuit of securing the most advantageous positions for themselves.¹ Consequently, it becomes essential to establish employees' retention strategies aimed at identifying and holding onto dedicated employees. Nevertheless, it is crucial for employers to devise tactics to deter valuable employees from departing, as their exit can profoundly hamper the organisation's ability to achieve its objectives. It is universally acknowledged that human resources are vital for realising organisations' aspirations. These human assets are among the most crucial components for an organisation. Hence, effective management and development of human resources are necessary for competing and assisting the organisations, especially amid escalating competition.² The processes of teaching and learning hinge largely on the expertise and professionalism of educators. The aim of becoming a proficient lecturer in educational institutions, such as colleges of education, is to foster a learning environment founded on professional principles, ensuring equitable access to quality education for all.³

Colleges of education (COEs) in Nigeria serve as the premier institutions responsible for training teachers with a high level of personal and professional discipline at the foundational educational tiers and beyond. These colleges prepare teachers at the Nigeria Certificate in Education (NCE) level who are equipped with the knowledge and skills needed to facilitate the accomplishment of national goals.⁴ They thus hold a crucial role in delivering

¹ Mohammad Ali Ashraf, "The Mediating Role of Work Atmosphere in the Relationship between Supervisor Cooperation, Career Growth and Job Satisfaction," *Journal of Workplace Learning* 31, no. 2 (2019): 78–94, <https://doi.org/10.1108/JWL-12-2017-0113>.

² Soumyadeb Chowdhury et al., "Generative Artificial Intelligence in Business: Towards a Strategic Human Resource Management Framework," *British Journal of Management* 35, no. 4 (2024): 1680–91, <https://doi.org/10.1111/1467-8551.12824>; Khalil M. Dirani et al., "Leadership Competencies and the Essential Role of Human Resource Development in Times of Crisis: A Response to Covid-19 Pandemic," *Human Resource Development International* 23, no. 4 (2020): 380–94, <https://doi.org/10.1080/13678868.2020.1780078>.

³ Risnita Mukhtar and Khairul Anwar, "The Effect of Transformational Leadership, Management Information System, and Organizational Climate on Lecturers' Job Satisfaction," *International Journal of Scientific and Technology Research* 8, no. 11 (2019): 288–99.

⁴ O. Igbuzor, "The State of Education in Nigeria," *Economic and Policy Review*, 2006, <https://www.semanticscholar.org/paper/The-State-of-Education-in-Nigeria-Igbuzor/9415e6ad97b26f0d59406022722931e78f884baf>.

quality, highly motivated, conscientious, and effective teachers across all levels.⁵ In Nigeria, colleges of education can be either publicly owned or privately owned. This categorisation is based on the ownership structure.

Private colleges of education in Nigeria appear to struggle with a dearth of experienced lecturers.⁶ Turnover in these institutions slows down work connections and productivity, leading to declines in overall performance. Newer employees often replace departing workers, and such replacements may lack the necessary experience to provide optimised services to the organisation.⁷ The alarming attrition rates among teaching staff within the colleges of education system are raising concerns within the academic community. This trend represents a significant threat to the effectiveness of the current staff, thereby influencing the overall productivity of the colleges.⁸ Kraft and Lyon (2024)⁹ noted that an increasing number of educators are transitioning from private to public institutions, while others are even altering their professional paths entirely. As a result, private colleges of education must implement every possible measure to retain their teaching staff.

The primary purpose of this study was to examine lecturers' retention levels in private colleges of education in South-West, Nigeria, specifically by addressing the research question regarding their current retention level. Furthermore, the study was conducted to investigate how good work-life balance and good remuneration relate to goal achievement within these institutions. To guide this investigation, two null hypotheses were formulated and tested: first, that there is no significant relationship between good work-life balance and goal achievement, and second, that there is no significant relationship between good remuneration and goal achievement in private colleges of education in South-West, Nigeria.

Literature Review

One way to characterise goals is as outcomes that people aim to achieve. Employees in an organisation are inspired to concentrate their energies on accomplishing these objectives. Employees with high self-efficacy also set more ambitious goals for themselves and the organisation than employees with low self-efficacy, according to research on goal-setting theory. Additionally, workers with high self-efficacy typically don't accept mediocre

⁵ Igbuzor, "The State of Education in Nigeria."

⁶ Ngozi Clara Eli-Chukwu et al., "Challenges Confronting E-Learning in Higher Education Institutions in Nigeria amid Covid -19," *Journal of Applied Research in Higher Education* 15, no. 1 (2022): 238–53, <https://doi.org/10.1108/JARHE-09-2021-0346>; Niyi Jacob Ogunode and Abubakar Musa, "Higher Education in Nigeria: Challenges and the Ways Forward," SSRN Scholarly Paper no. 3695914 (Social Science Research Network, September 20, 2020), <https://papers.ssrn.com/abstract=3695914>; Sunday Olaleye et al., "Public vs Private Universities in Nigeria: Market Dynamics Perspective," in *Understanding the Higher Education Market in Africa* (Routledge, 2020); Oyaziwo Aluede et al., "Nation Building and Quality Higher Education in Nigeria: Implications for Teacher Education," *Africa Education Review* 17, no. 2 (2020): 137–57, <https://doi.org/10.1080/18146627.2018.1549952>.

⁷ Rob Cross et al., "Connect and Adapt: How Network Development and Transformation Improve Retention and Engagement in Employees' First Five Years," *Organizational Dynamics* 47, no. 2 (2018): 115–23, <https://doi.org/10.1016/j.orgdyn.2017.08.003>; Federica De Stefano et al., "Does Losing Temporary Workers Matter? The Effects of Planned Turnover on Replacements and Unit Performance," *Academy of Management Journal* 62, no. 4 (2019): 979–1002, <https://doi.org/10.5465/amj.2017.0291>.

⁸ M. Bello Umar and Umar Abdullahi, "Causes of Attrition among Lecturers in Colleges of Education in North East, Nigeria," *Kashere Journal of Education* 4, no. 1 (2023): 104–9, <https://doi.org/10.4314/kje.v4i1.12>.

⁹ Matthew A. Kraft and Melissa Arnold Lyon, "The Rise and Fall of the Teaching Profession: Prestige, Interest, Preparation, and Satisfaction Over the Last Half Century," *American Educational Research Journal* 61, no. 6 (2024): 1192–236, <https://doi.org/10.3102/00028312241276856>.

objectives or subpar performance standards for the company or themselves. According to goal-setting theory, managers can increase their employees' self-efficacy by providing them with the right instruction and training, helping them master critical skills, finding role models that they can relate to, and demonstrating their belief in their ability to meet performance goals.¹⁰

Zámečník and Kožíšek (2021)¹¹ define employee retention as the capacity of an organisation to hold onto its workforce in order to avoid high turnover rates. The percentage of employees who stay with the company for a set period of time is used to measure this. It is regarded as an essential indicator of the overall stability and health of the organisation. Increased productivity, better customer service, and reduced expenses for recruiting and training new hires are all generally associated with higher employee retention. In Nigeria, on the other hand, Hido and Worang (2021)¹² defined employee retention as the tactics and procedures used by businesses to guarantee that their workers are happy and involved in their work to reduce turnover. This entails providing competitive pay and benefits packages, cultivating a happy and encouraging work atmosphere, and outlining opportunities for professional advancement. According to a different study by Silaban and Margaretha (2021),¹³ work-life balance is the capacity to fulfil both personal and professional responsibilities without compromising either. It represents the ability to balance obligations to one's family and society with fulfilling one's professional obligations. According to Panda (2019),¹⁴ work-life balance refers to the capacity to manage several responsibilities in both the personal and professional domains. According to Nyarko (2020),¹⁵ a person can fulfil their responsibilities to their family and job in the best possible way with a sense of concession. Universities are more likely to provide their students with better support when their staff members are dedicated and involved. According to Muma et al. (2019),¹⁶ happy staff members are receptive and helpful in helping students learn. Because stable organisations are less likely to spend a lot of money on hiring and training new employees, high employee retention enables university management to lower their training and

¹⁰ Richard N. Landers et al., "Gamification of Task Performance with Leaderboards: A Goal Setting Experiment," *Computers in Human Behavior* 71 (June 2017): 508–15, <https://doi.org/10.1016/j.chb.2015.08.008>.

¹¹ Silvie Zámečník and Radovan Kožíšek, "Employee Retention in Selected Spanish Hotels: Motivation and Satisfaction," *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis* 69, no. 2 (2021): 251–57, <https://doi.org/10.11118/actaun.2021.022>.

¹² Esterlita Claudia Hido et al., "The Impact of Job Satisfaction and Employee Engagement on Employee Retention at PT. Megah Prima Suppra Makmur Manado," *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 9, no. 1 (2021), <https://doi.org/10.35794/emba.v9i1.32146>.

¹³ Hana Silaban and Meily Margaretha, "The Impact Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia," *International Journal of Innovation and Economic Development* 7, no. 3 (2021): 18–26.

¹⁴ Ansumalini Panda, "Impact of Work-Life Balance on Employee Retention: The Mediation and Moderation Effect of Employee Commitment, Psychological Empowerment and Organizational Citizenship Behaviour" (PhD Thesis, National Institute of Technology, 2019), <https://scholar.google.com/scholar?cluster=12321234633141519764&hl=en&oi=scholar>.

¹⁵ Yvonne Ekua Nyarko, "Work-Life Balance and Employee Retention at the Selected Hospitals in the Ga West Municipality" (Thesis, University of Cape Coast, 2020), <http://ir.ucc.edu.gh/jspui/handle/123456789/6947>.

¹⁶ Michael Mboya Muma et al., "Influence of Employee Relations Strategies on Retention of Employees in Universities in Kenya," *International Journal of Social Science and Humanities Research* 7, no. 2 (2019).

recruitment expenses.¹⁷ Organisations focus on both extrinsic and intrinsic motivation. The goal is to increase employee retention. Employee performance and retention are predicted by these factors.¹⁸

Results from empirical studies on the impact of work-life balance on employee retention by Zámečník and Kožíšek (2021),¹⁹ Baridula and Adanma (2021),²⁰ Choi (2020),²¹ Tirta and Enrika (2020),²² Njora and Ndegwa (2020),²³ Irabor and Okolie (2019).²⁴ The study's conclusions showed a negative correlation between employee turnover and work-life balance. However, there is evidence that organisations in developing countries have frequently failed to consider important factors that impact employee retention. Conflicts between personal and professional obligations were cited by Chemirmir et al. (2018)²⁵ as the reason for employee turnover. This study sought to examine the effects of work-life balance on employee retention because there is no clear consensus on the retention of academic personnel at Egerton University in Kenya. The challenge of keeping employees is not a modern issue. As noted by Tanwar and Prasad (2016),²⁶ this challenge traces back to the early 1900s when industrial engineers sought to uncover the primary reasons why

¹⁷ Maureen Jemutai Chemirmir et al., "The Role of Work-Life Balance on Employee Turnover in the Flower Industry in North Rift Kenya," *International Journal of Research in Social Sciences and Humanities* 7, no. 1 (2017).

¹⁸ Ayman Alhmoud and Husam Rjoub, "Total Rewards and Employee Retention in a Middle Eastern Context," *Sage Open* 9, no. 2 (2019): 2158244019840118, <https://doi.org/10.1177/2158244019840118>; Michelle De Sousa Sabbagha et al., "Predicting Staff Retention from Employee Motivation and Job Satisfaction," *Journal of Psychology in Africa* 28, no. 2 (2018): 136–40, <https://doi.org/10.1080/14330237.2018.1454578>; Ismatilla Mardanov, "Intrinsic and Extrinsic Motivation, Organizational Context, Employee Contentment, Job Satisfaction, Performance and Intention to Stay," *Evidence-Based HRM: A Global Forum for Empirical Scholarship* 9, no. 3 (2020): 223–40, <https://doi.org/10.1108/EBHRM-02-2020-0018>; Zaw Min Thant and Yongjin Chang, "Determinants of Public Employee Job Satisfaction in Myanmar: Focus on Herzberg's Two Factor Theory," *Public Organization Review* 21, no. 1 (2021): 157–75, <https://doi.org/10.1007/s11115-020-00481-6>; Marwa Moses Siruri and Stephen Cheche, "Revisiting the Hackman and Oldham Job Characteristics Model and Herzberg's Two Factor Theory: Propositions on How to Make Job Enrichment Effective in Today's Organizations," *European Journal of Business and Management Research* 6, no. 2 (2021): 162–67, <https://doi.org/10.24018/ejbmr.2021.6.2.767>.

¹⁹ Zámečník and Kožíšek, "Employee Retention in Selected Spanish Hotels."

²⁰ Depart of Management, Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt. et al., "Flexible Work Practices and Employee Retention in Manufacturing Companies in Nigeria," *International Journal of Advanced Academic Research*, May 13, 2021, 13–33, <https://doi.org/10.46654/ij.24889849.s7457>.

²¹ Sungjoo Choi, "Flexible Work Arrangements and Employee Retention: A Longitudinal Analysis of the Federal Workforces," *Public Personnel Management* 49, no. 3 (2020): 470–95, <https://doi.org/10.1177/0091026019886340>.

²² Aga Hutama Tirta and Amelia Enrika, "Understanding the Impact of Reward and Recognition, Work Life Balance, on Employee Retention with Job Satisfaction as Mediating Variable on Millennials in Indonesia," *Journal of Business and Retail Management Research* Volume 14, no. Issue 03 (2020), <https://jbrmr.com/details&cid=548>.

²³ Grace Wambui Njora and Priscilla Ndegwa, "Motivation and Employee Retention in Savings and Credit Co-Operative Societies in Nairobi City County, Kenya," *International Journal of Business Management, Entrepreneurship and Innovation* 2, no. 3 (2020): 87–101, <https://doi.org/10.35942/jbmed.v2i3.137>.

²⁴ Ikechukwu Emmanuel Irabor and Ugo Chuks Okolie, "A Review of Employees' Job Satisfaction and Its Affect on Their Retention," *Annals of Spiru Haret University. Economic Series* 19, no. 2 (2019): 93–114, <https://doi.org/10.26458/1924>.

²⁵ Chemirmir et al., "The Role of Work-Life Balance on Employee Turnover in the Flower Industry in North Rift Kenya."

²⁶ Karnica Tanwar and Asha Prasad, "The Effect of Employer Brand Dimensions on Job Satisfaction: Gender as a Moderator," *Management Decision* 54, no. 4 (2016): 854–86, <https://doi.org/10.1108/MD-08-2015-0343>.

individuals depart from their workplaces. Conversely, Bibi et al. (2016)²⁷ highlighted those academic discussions regarding employee retention began in the 1900s, as researchers and psychologists started to pinpoint factors influencing employees' motivation to remain in their positions. Khairunneezam et al. (2017)²⁸ revealed that achieving a work-life balance is a crucial concern among university academics. The multiple roles undertaken by university academics, along with the expectations from the university community, significantly impact the work-life dynamics of academic personnel in Malaysia, often affecting their satisfaction levels and intentions to leave their jobs.

The remuneration of lecturers plays a vital role in sustaining teaching quality and ensuring the availability of qualified professionals in private Colleges of education, thus supporting their competitive edge in the educational landscape. Compensation and the working environment influence both the demand for and the supply of lecturers. Establishing a career framework and promotional opportunities can provide incentives for financial compensation and increments, as well as rewards linked to age and experience, thereby enhancing job satisfaction and fostering potentially exceptional job performance.²⁹ Effective compensation is a crucial element influencing lecturer retention. Competitive salary and benefits packages significantly impact an educator's choice to stay or depart from an institution. Higher wages correlate with increased job satisfaction and lower turnover rates. Research by Shibiti (2019)³⁰ established a direct relationship between financial compensation and teachers' job commitment. When educators believe their financial requirements are satisfied, they are more inclined to remain in their positions. Furthermore, good compensation affects how educators value their profession. Ahmed (2024)³¹ discusses how competitive salaries can elevate educators' professional status, instilling respect and appreciation within the academic community. Compensation refers to the perks provided by an organisation to its workforce, encompassing salaries and rewards for employees, based on the belief that attractive and effective compensation will boost the organisation's productivity and competitive edge.³² In the business landscape, organisations confront the significant issue of retaining their top performers who are not only highly skilled and proficient but are also crucial for elevating productivity levels. This underscores the vital role of human resource management in securing these exceptional employees within the organisation.

²⁷ Choi, "Flexible Work Arrangements and Employee Retention."

²⁸ Khairunneezam M.N. et al., "Work-Life Balance Satisfaction among Academics in Public Higher Educational Sector," *International Journal of Academic Research in Business and Social Sciences* 7, no. 13 (2017): Pages 5-19, <https://doi.org/10.6007/IJARBS/v7-i13/3181>.

²⁹ Adam R. Szromek and Radosław Wolniak, "Job Satisfaction and Problems among Academic Staff in Higher Education," *Sustainability* 12, no. 12 (2020), <https://doi.org/10.3390/su12124865>.

³⁰ Ronny Shibiti, "Satisfaction with Retention Factors in Relation to Job Embeddedness of Public School Teachers," *SA Journal of Human Resource Management* 17, no. 1 (2019): 1-9, <https://doi.org/10.4102/sajhrm.v17i0.1161>.

³¹ Adanweli Abdullahi Ahmed, "The Role of Salary on Teacher Performance in Secondary School," SSRN Scholarly Paper no. 5018158 (Social Science Research Network, July 17, 2024), <https://doi.org/10.2139/ssrn.5018158>.

³² R. U. Onyekwelu et al., "Remuneration as a Tool for Increasing Employee Performance in Nigerian," SSRN Scholarly Paper no. 3565079 (Social Science Research Network, March 31, 2020), <https://doi.org/10.2139/ssrn.3565079>.

Chiekezie et al. (2017)³³ conducted a study on how compensation strategies influence employees' retention using a descriptive research design and primary data collected through surveys. They identified a slight positive relationship between salary and employee contentment and concluded that if management does not develop and execute effective compensation policies to retain their talented workforce, these employees may seek better opportunities elsewhere.

Employee remuneration is crucial to job satisfaction. As Magnan and Martin (2019)³⁴ noted, remuneration should adhere to the principles of fairness and appropriateness. The principle of fairness should be considered to stimulate enthusiasm and enhance job satisfaction. Motivated employees perform well and actively wish to engage in organisational activities. The retention of lecturers in private educational institutions is thought to be enhanced by training, incentives, and other helpful tactics. Employees look for both intrinsic and extrinsic rewards. While extrinsic factors include things like pay, company policies, supervisory styles, relationships with coworkers, job security, and working conditions, intrinsic factors are related to the work itself, responsibility, achievement, growth, recognition, and advancement.

Research Method

Lagos, Osun, and Oyo States are the states that were sampled for the study. Three of Nigeria's six South-West states were chosen using the purposive sampling technique. Since the states were the first to see private educational institutions appear in the region, they were chosen as a sample. Of the 38 private colleges of education in the South-West, 25 are located in the states that make up the suggested sample (Lagos, Osun, and Oyo States). Moreover, Ten of the twenty-five private colleges of education spread across the states of Lagos, Osun, and Oyo were chosen using a purposive sample technique. The colleges of education were chosen due to their established status and extensive experience with issues related to the retention and job satisfaction of lecturers. The sample representing 40% of the 25 private colleges of education in Lagos, Osun and Oyo was selected purposively to provide key information about the study. 28 out of 30 management staff members in the sampled private colleges were purposively selected for the study. Moreover, the purposive sampling technique was employed to select 215 employers of labour (Heads of Primary and Post Primary Schools) in the region. The Heads of Primary and Post Primary Schools with NCE teachers who graduated from private colleges of education were selected as the sample for the study. This study used a modified version of the following instruments: Academic Staff Lecturers' Retention Questionnaire and Goal Achievement Questionnaire developed for a study conducted on Academic Staff Retention, Job Satisfaction and Goal Achievement in private universities in South-West, Nigeria. These questionnaires were adapted by the researcher as "Lecturers' Retention Questionnaire" for 28 management staff members, to

³³ Obianuju Mary Chiekezie et al., "Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria," *Archives of Business Research* 5, no. 3 (2017), <https://doi.org/10.14738/abr.53.2758>.

³⁴ Michel Magnan and Dominic Martin, "Executive Compensation and Employee Remuneration: The Flexible Principles of Justice in Pay," *Journal of Business Ethics* 160, no. 1 (2019): 89–105, <https://doi.org/10.1007/s10551-018-3786-5>.

gather information on the level of lecturers' retention. This was used to elicit respondents' opinions on lecturers' retention using a Likert Scale of Very High (VH- 4), High (H-3), Moderate (M-2), and Low (L-1). The second questionnaire, "Goal Achievement Questionnaire," was used to collect data from 215 employers of labour in the locale of the study. This comprised statements that measured the quality of teachers produced by private colleges of education for national development. This attracted the response options of Very High (VH- 4), High (H-3), Moderate (M -2), and Low (L -1). The Content and face validity of the adapted instruments were initially obtained by five academic staff members in the Department of Educational Management and two experts in the field of Educational Research, Measurement, and Evaluation. Meanwhile, the Content and face validity of the instruments for this study were ascertained by experts in the Faculty of Education from the field of Educational Measurement and Evaluation, as well as the Department of Educational Management, Osun State University. This affirmed that the instruments were reliable for the study. Thus, the internal consistency of the research instruments for this study, Lecturers' Retention Questionnaire and Goal Achievement Questionnaire, was ascertained using Cronbach's Alpha, giving .69 and .73 for LRQ and GAQ, respectively. This confirmed that the instruments were reliable for the study. The researcher, in partnership with three research assistants, visited the sampled institutions and sought the approval of the management to administer the questionnaires, and also tried to establish a kind of trust and synergy between them and the researcher. Descriptive statistics of mean and standard deviation were used to analyse the answered research question. While Inferential statistics of Pearson Product-Moment Correlation Statistics was used to test the formulated hypotheses at the .05 level of significance.

Results and Discussion

Lecturers' Retention Level

To answer the research question regarding the lecturers' retention level in private colleges of education in South-West, Nigeria, descriptive statistics of mean and standard deviation were computed based on the responses from 28 management staff, as presented in Table 1 below.

Table 1: Lecturers' Retention Level in Private Colleges of Education in South-West, Nigeria

S/N	Variables	N	Mean (X)	SD	Decision
1.	Good Work-Life Balance	28	2.39	0.40	Moderate
2.	Good Remuneration	28	1.74	0.32	Low
Weighted Mean Score			2.06	0.36	Moderate

Table 1 reveals that the provision of good work-life balance had a mean score of 2.39 with a standard deviation of 0.40, indicating a moderate level. Conversely, good remuneration recorded a significantly lower mean score of 1.74 with a standard deviation of 0.32, which is considered low. Overall, the weighted mean score stood at 2.06 with a standard deviation of 0.36. This signifies that the general level of lecturer retention in South-West Nigerian private colleges of education is currently moderate. This moderate retention, particularly dragged down by poor remuneration, reflects the growing concerns within the academic community about attrition rates. It aligns directly with the observations of Kraft

and Lyon (2024),³⁵ who noted that an increasing number of educators are transitioning from private to public institutions or altering their professional paths entirely when their career needs are not adequately met.

Hypotheses Testing

To test the first hypothesis (H_1), which states that there is no significant relationship between good work-life balance and goal achievement in private colleges of education in South-West, Nigeria, the data collected from the management staff and employers of labour were analyzed using Pearson product-moment correlation statistics. The results are shown in Table 2.

Table 2: Correlation Analysis between Good Work-Life Balance and Goal Achievement

Variables	N	Mean (X)	SD	Cal. r-value	P-value	Decision
Good Work-Life Balance	28	2.39	0.40	0.87	0.03	H_1 Rejected
Goal Achievement	215	2.47	0.29			

*> Significant at $P < .05$ level of significance.

Based on the results in Table 2, the calculated r-value is 0.87 with a p-value of 0.03. Since the p-value is less than the 0.05 level of significance, the first hypothesis (H_1) is rejected. This indicates a strong and significant positive correlation between maintaining a healthy work-life balance and achieving organizational goals in these institutions. This finding corroborates the assertions of Silaban and Margaretha (2021)³⁶ and Panda (2019),³⁷ who emphasized that when employees can fulfill both personal and professional responsibilities without compromising either, their satisfaction and retention improve. As supported by previous empirical studies,³⁸ a supportive work-life environment directly mitigates turnover and ensures that educators remain dedicated to achieving the university's overarching goals.

The second hypothesis (H_2), positing that there is no significant relationship between good remuneration and goal achievement in private colleges of education in South-West, Nigeria, was also tested using Pearson product-moment correlation statistics, as detailed in Table 3.

Table 3: Correlation Analysis between Good Remuneration and Goal Achievement

Variables	N	Mean (X)	SD	Cal. r-value	P-value	Decision
Good Remuneration	28	1.74	0.32	0.90	0.02	H_2 Rejected
Goal Achievement	215	2.47	0.29			

*> Significant at $P < .05$ level of significance.

As shown in Table 3, the analysis of good remuneration and goal achievement resulted in a calculated r-value of 0.90 and a p-value of 0.02. With the p-value falling below the 0.05 significance threshold, the second hypothesis (H_2) is rejected. This finding suggests

³⁵ Kraft and Lyon, "The Rise and Fall of the Teaching Profession."

³⁶ Silaban and Margaretha, "The Impact Work-Life Balance toward Job Satisfaction and Employee Retention."

³⁷ Panda, "Impact of Work-Life Balance on Employee Retention."

³⁸ Zámečník and Kožíšek, "Employee Retention in Selected Spanish Hotels."

a strong and significant relationship between fair compensation and goal achievement in private colleges of education in South-West, Nigeria. This result strongly supports the literature emphasizing that effective compensation is a crucial element influencing lecturer retention and productivity. As Shibiti (2019)³⁹ and Ahmed (2024)⁴⁰ established, competitive salary and benefits packages significantly impact an educator's choice to stay, elevate their professional status, and instill respect. The low remuneration level found in this study (Table 1) serves as a critical warning; as Chiekezie et al. (2017)⁴¹ concluded, if management fails to execute effective compensation policies, talented workforce members will seek better opportunities elsewhere, thereby hampering the institution's ability to achieve its educational objectives.

Discussions of Results

With a weighted mean score of 2.06, the response to the research question formulated for this study indicated that the retention rate of lecturers in private colleges of education in South-West Nigeria was moderate. This suggests that in order to improve the retention rate of lecturers in the South-West region of Nigeria, private educational institutions must implement policies like better work-life balance and competitive pay scales. In order to avoid brain drain, which could have detrimental effects on the delivery of educational services, the aforementioned measures would allow them to retain knowledgeable and skilled lecturers. This is based on the fact that colleges of education in Nigeria are mother-institutions established to train would-be educators or teachers for the lower level of education, where their services are highly needed for the development of the younger generations.

In a study conducted by Padhi et al. (2020),⁴² it was discovered that employee retention tends to enhance overall organisational performance. Thus, Current staff should be motivated by retention initiatives to maintain their positions within the organisation. Joel et al. (2022)⁴³ noted that numerous organisations have endured considerable losses due to elevated employee turnover, resulting in increased hiring costs, training expenses, and workplace disruptions. The detrimental effects of elevated turnover or attrition rates within an organisation cannot be overstated.

The findings of the first hypothesis (H₁) test indicated that, in private educational institutions, goal achievement and a healthy work-life balance were significantly correlated. The statistical analysis of the tested hypothesis showed that the r-value was .87 and the P-value was .03, which is below the study's significance level of .05 ($r = .87, p < .05$). As a result, the hypothesis that claimed that goal achievement and a healthy work-life balance were not significantly correlated in private educational institutions in southwest Nigeria was disproved.

³⁹ Shibiti, "Satisfaction with Retention Factors in Relation to Job Embeddedness of Public School Teachers."

⁴⁰ Ahmed, "The Role of Salary on Teacher Performance in Secondary School."

⁴¹ Mary Chiekezie et al., "Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria."

⁴² Amarnath Padhi et al., "A Study on the Analysis of Training and Retention Strategies in Some Selected IT Sectors at Odisha," *2020 International Conference on Computer Science, Engineering and Applications (ICCSEA)*, March 2020, 1–5, <https://doi.org/10.1109/ICCSEA49143.2020.9132885>.

⁴³ E. Joel et al., "Employees' Retention Strategies and Organizational Performance," *Academy of Entrepreneurship Journal* 28, no. 5 (2022): 1–12.

This result is consistent with a study by Silaban and Margaretha (2021)⁴⁴ that showed that work-life balance is the capacity to fulfil both personal and professional responsibilities without compromising either. It represents the ability to balance obligations to one's family and society with fulfilling one's professional obligations. According to Panda (2019),⁴⁵ work-life balance refers to the capacity to manage several responsibilities in both the personal and professional domains. In support of this, Nyarko (2020)⁴⁶ noted that a person can compromise in order to fulfil their responsibilities to their family and their job.

Colleges of education with a committed and engaged workforce are more likely to deliver enhanced support to their students. Furthermore, Monogharan et al. (2018)⁴⁷ investigated the retention of academic staff in a private higher educational institution in Kuala Lumpur and discovered through an interpretive approach that tasks and workload were key elements influencing employee retention. The explored connection between work-life balance and academic staff retention was quantitatively assessed using simple and multiple linear regression.

Hypothesis Two (H₂) tested showed that there was a significant relationship between good remuneration and goal achievement in private colleges of education. The statistical analysis of the hypothesis tested showed that r-value is .90 while the P-value (.02) which is less than the significant level of .05 set for the study ($r = .90, p < .05$). Thus, the hypothesis which stated that there is no significant relationship between good remuneration and goal achievement in private colleges of education in South-west, Nigeria was rejected. This is in line with the investigation carried out on compensation, management, and employee retention in Selected Commercial Banks in Anambra State, Nigeria. Chiekezie et al. (2017)⁴⁸ explored how compensation strategies influence employees' retention using a descriptive research design and primary data collected through surveys. They affirmed that there is a positive relationship between salary and employee contentment and concluded that if management does not develop and execute effective compensation policies to retain its talented workforce, these employees may seek better opportunities elsewhere.

According to a study by Chiekezie et al. (2017),⁴⁹ private sector companies have experienced a high rate of employee turnover, which is defined by the continuous movement of skilled workers between companies and industries. According to Ayodele et al. (2020),⁵⁰ there has been a high rate of employee turnover in the construction sector, which has a negative impact on the performance and productivity of construction companies. According

⁴⁴ Silaban and Margaretha, "The Impact Work-Life Balance toward Job Satisfaction and Employee Retention."

⁴⁵ Panda, "Impact of Work-Life Balance on Employee Retention."

⁴⁶ Nyarko, "Work-Life Balance and Employee Retention at the Selected Hospitals in the Ga West Municipality."

⁴⁷ Melissa Wane Manogharan and Thinagaran Thivaharan, "Academic Staff Retention in Private Higher Education Institute - Case Study of Private Colleges in Kuala Lumpur," *International Journal of Higher Education* 7, no. 3 (2018): 52, <https://doi.org/10.5430/ijhe.v7n3p52>.

⁴⁸ Mary Chiekezie et al., "Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria."

⁴⁹ Mary Chiekezie et al., "Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria."

⁵⁰ Olabode Adekunle Ayodele et al., "A Framework for Addressing Construction Labour Turnover in New Zealand," *Engineering, Construction and Architectural Management* 29, no. 2 (2021): 601–18, <https://doi.org/10.1108/ECAM-05-2020-0358>.

to Astuti and Dewi's (2022)⁵¹ research, compensation is a mutually beneficial arrangement that employees receive from the company in return for their contributions to the organisation. Paying employees in both monetary and non-monetary ways as a reward for their labour is referred to as compensation.

Similarly, Mabaso and Dlamini (2017)⁵² reported that employee rewards affect job satisfaction in higher educational institutions. They indicated that compensation as a form of employee rewards is increasingly recognized, and higher educational institutions should utilize compensation strategies to satisfy and retain their highly qualified academic personnel

Conclusion

Considering the findings of this study, it was discovered that the lecturers' retention level in private colleges of education in South-West, Nigeria, is currently at a moderate level. However, improving this retention level will go a long way in enhancing the job satisfaction of lecturers. As a result, the overarching goals of private colleges of education in South-West Nigeria would be efficiently accomplished. The study confirmed that if there is a healthy balance between the work and personal life of the lecturers, it significantly increases both their retention and the institution's goal achievement. Furthermore, if the compensation packages for lecturers in private colleges of education are made commensurate with what their colleagues receive in public institutions, lecturers' retention would increase, thereby driving the accomplishment of predetermined institutional goals. Based on these findings, it is recommended that the management of private colleges of education intensify their efforts to develop effective strategies capable of retaining qualified and competent lecturers. This can be achieved by allowing them to pursue intellectual inquiry and assuring them of job security. Such retention strategies should also manifest in the form of attractive salaries, comprehensive compensation packages, timely and fair promotions, favourable leadership styles, and policies that support a good work-life balance, ultimately leading to better academic performance.

Despite the significant insights provided, this study is subject to certain limitations. First, the geographical scope was confined to only three states (Lagos, Osun, and Oyo) out of the six states in South-West Nigeria. Second, the scope was restricted exclusively to private colleges of education, which may limit the generalizability of the findings to public institutions or colleges in other geopolitical zones. Finally, the study focused primarily on work-life balance and remuneration, while other potential variables affecting retention were not explored. To build upon the findings of this study, it is suggested that future research encompass a broader geographical area, potentially including all the states in South-West Nigeria or extending to other geopolitical zones in the country. Additionally, future researchers could conduct a comparative analysis of lecturers' retention levels between public and private colleges of education to provide a broader perspective. It is also

⁵¹ Rini Juni Astuti and Hukas Amartya Harnuansa, "The Effect of Employee Training on Organizational Commitment and Turnover Intention: A Mediating Role of Job Satisfaction," *Journal of Economics, Management and Trade*, July 6, 2022, 61–69, <https://doi.org/10.9734/jemt/2022/v28i830430>.

⁵² Calvin Mzwenhlanhla Mabaso and Bongani Innocent Dlamini, "Impact of Compensation and Benefits on Job Satisfaction," *Research Journal of Business Management* 11, no. 2 (2017): 80–90, <https://doi.org/10.3923/rjbm.2017.80.90>.

recommended that subsequent studies investigate other variables that could influence lecturer retention and goal achievement, such as organizational culture, leadership dynamics, continuous professional development, and the physical working environment.

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