

**ACADEMIC STAFF RETENTION STRATEGIES, JOB SATISFACTION  
AND GOAL ACHIEVEMENT IN PRIVATE UNIVERSITIES IN SOUTH-  
WEST, NIGERIA**

**MUSTAPHA, Adam Ishola**

**MATRIC NO: 03/250E129**

**FEBRUARY, 2021**

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**BY**

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**03/250E129**

**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF  
EDUCATIONAL MANAGEMENT, FACULTY OF EDUCATION,  
UNIVERSITY OF ILORIN, ILORIN, NIGERIA IN PARTIAL  
FULLFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
DOCTOR OF PHILOSOPHY (Ph.D.) DEGREE IN EDUCATIONAL  
MANAGEMENT**

**SUPERVISOR: PROF. A. Y. ABDULKAREEM**

**FEBRUARY, 2021**

## **DECLARATION**

I, MUSTAPHA, Adam Ishola, matriculation number 03/250E129, a Ph.D. student in the Department of Educational Management, Faculty of Education, University of Ilorin, Nigeria hereby declare that this Thesis titled “Academic Staff Retention Strategies, Job Satisfaction and Goal Achievement in Private Universities in South-west, Nigeria” was written by me and submitted in partial fulfillment of Ph. D. Degree as my original work. I also proclaim that neither the whole work nor any part of it has been, is being or is to be submitted for another Degree at this or any University or any other organization.

## CERTIFICATION

This is to certify that this research was carried out by MUSTAPHA, Adam Ishola (03/25OE129) and has been read and approved as meeting part of the requirements for the award of the Degree of Doctor of Philosophy (Ph. D.) in Educational Management, in the Department of Educational Management, Faculty of Education, University of Ilorin, Ilorin, Nigeria

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## **DEDICATION**

This project is dedicated to my parents, Alhaji and Hajia Rabiya Mustapha for their care since my birth. May Allah forgive the former of his shortcomings and preserve the soul of the latter to harvest the fruit of her labour.

## ACKNOWLEDGEMENTS

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## ABSTRACT

Academic staff retention and job satisfaction in private Universities in Nigeria have raised deep concern among educational stakeholders. Thus, effective retention strategies capable of engaging competent workforce must be put in place to achieve institutional goals. This study, therefore, examined academic staff retention strategies, job satisfaction and goal achievement in private Universities in South-west, Nigeria. The objectives of the study were to (i) investigate the level of academic staff retention strategies; (ii) assess the level of academic staff job satisfaction; (iii) determine the level of goal achievement; (iv) examine the relationship between compensation package and goal achievement; and (v) determine the relationship between training opportunities and goal achievement in the institutions.

The study adopted a descriptive research design of correlation type. The population of the study comprised 1,921 academic staff and 139 management staff in all the 23 private Universities from the six States that constitute the South-west, Nigeria. Purposive sampling technique was used to select 10 out of the 23 institutions that were established before the year 2000 to provide information pertinent to the study. Purposive sampling technique was employed to select 60 Management staff, comprising the Vice Chancellor, Deputy Vice- Chancellor, Registrar, Director of Academic Planning and Dean of Faculties of Humanities and Sciences (Natural and Applied) in each of the institutions. Proportional sampling technique was used to select 200 employers of labour in the sampled states. “Academic Staff Retention Strategies Questionnaire” (ASRSQ), “Job Satisfaction Questionnaire” (JSQ) and “Goal Achievement Questionnaire” (GAQ) were used to collect data for the study. The instruments were validated with reliability coefficients of 0.69, 0.85 and 0.83 for ASRSQ, JSQ and GAQ respectively. Mean, Standard Deviation and Pearson Product-Moment Correlation Statistics were used to analyze the data at 0.05 level of significance. The bench mark (mean scores) for determining the level of academic staff retention strategies, job satisfaction and goal achievement was 1.00-2.44, low; 2.45-3.44, average; 3.45-4.44, high and 4.45-5.00, very high.

The findings of the study revealed that:

- i the level of academic staff retention strategies was average with a mean score of 2.78;
- ii the level of academic staff job satisfaction was average with a mean score of 2.85;
- iii the level of goal achievement was average with a mean score of 3.04;
- iv there was a positive significant relationship between compensation package and goal achievement ( $r = .532, p < .05$ ); and
- v there was a positive significant relationship between training opportunities and goal achievement ( $r = .49, p < .05$ ).

The study concluded that effective retention strategies enhanced job satisfaction of academic staff in private Universities in South-west, Nigeria. The implication is that, if effective staff retention strategies are put in place, it would enhance job satisfaction and consequently lead to goal achievement. The study recommended that compensation packages for academic staff in private Universities be enhanced and made relevant to prevailing economic circumstances through periodical review.

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