



THE IMPACT OF PAY EQUITY ON TURNOVER INTENTION OF SELECTED PUBLIC UNIVERSITY LECTURERS

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Abstract

The academic sector plays a pivotal role in the development of any country, especially the development of its human capital. Thus, the attraction and retention of quality lecturers in Nigerian public universities is a salient issue. The objective of the study is to investigate the impact of internal and external pay equity on turnover intention of public university lecturers in Nigeria. A survey research design was adopted for this study. Two hypotheses were tested from the data collected from 309 lecturers from public universities in Nigeria. Regression statistical analysis was used to test and analyze the hypotheses. The findings reveal that internal and external pay equity have a positive significant impact on turnover intention of selected public university lecturers. Therefore, the study recommended that an upward salary review be made for public university lecturers in order to reduce the existing gap in comparison to the pay of their counterparts locally and internationally.

Keywords: external pay equity, internal pay equity, pay equity, turnover intention, selected public university lecturers

1. Introduction

The academic sector plays a pivotal part in the development of any country especially the development of its human capital (Othman & Mohammad, 2014). The success of any institution is to a large extent determined by its lecturers. They also determine the quality of the institution as well. Every university system generally is established to bring forth graduate with invaluable qualities in order to have meaningful valuable and positive impact to the society, hence ensuring socio-economic and political growth and development.

To achieve this, quality of lecturers in the universities is a salient issue to be well noted. Universities sometimes employ first degrees and masters' degrees holders with good grades as Graduate Assistants and Assistants' lecturers respectively. However more preference is given to PhD holders because the PhD is the highest academic degree and they are more exposed and well informed to carryout high-quality research and effectively impact knowledge to student. (Innocent & Ele-Ojo, 2021).

The drive of every government in developing policies on universities is intrinsically linked to the demand and need to maintain a highly skilled workforce and to ensure national growth and development (Akinywmi & Abiodun, 2013). The Nigerian government has overtime introduced policies regarding public universities. A most recent policy is the 25% pay increment of lecturers of the federal government owned institutions and 35% for the professors. This is definitely as a

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result of the consistent pressure from the Academic Staff Union of Universities (ASUU) which has led to incessant strike actions.

Among many requests tabled by this pressure group, the government takes a snail approach in meeting their demand with unavailability of funds as a main point of argument. However, the government decision for this increase will trigger different reactions from lecturers both within the federal institutions and state institutions; it will either foster employee retention or engender turnover intention.

Turnover intention is considered as an employee's intention to leave their current organisation to work for another organization (Menek & Coetzee, 2014). It has however been discovered that turnover intention is a strong predictor of actual turnover (Medina, 2022). It is also conceived as the employee's intent to willingly separate from his present employment in order to seek employment in another organisation (Young, Wan & Fiu, 2022). The Nigeria universities are experiencing increasing turnover as a result of the negative climate infuriated by poor salaries, unpaid salaries and allowance poor teaching condition and inadequate funding. (Onwuka, 2021). All these are some of the reasons for the incessant strikes by the Academic Staff Union of Universities (ASUU).

The Nigeria university system comprises of three categories which include the public universities owned by the federal government (mostly referred to as federal universities), public universities owned by the state government (mostly referred to as state universities), and the private owned universities owned by private individuals. There are 51 federal universities, 62 states universities, and 147 private universities in Nigeria (Nigerian University Commission [NUC], 2023).

Most of the public universities are experiencing financial setbacks as a result of the deficiencies within the fiscal capability to fund these institutions. Issues like late payment of salaries inadequate funding and many more characterize most public universities in Nigeria hence the strikes and shortages of academic personnel. The politicization of public universities management is another issue that has bedevils the practices of these citadels of learning (Odim et al., 2018).

Studies have it that most state-owned universities lecturer's end less than their counterpart in the federal universities. With the exception of states like Lagos State which has a high internally generated revenue and it able to pay it universities lecturers better when compared to other state universities in the country. However, it has been discovered that the taxes deducted from the salaries of Lagos state lecturers are enormous compared to their federal counterpart. (Odim et al, 2018). It is on this note that this study intends to examine the effect of pay equity on turnover intention among lecturers in public universities.

Studies have asserted that external pull factors that are attractive may engender turnover intention and internally discouraging push factors can also engender turnover intention (Abdul-Aziz & Ramli, 2010; Semmer et al., 2014). The factors that are included as external pull factor and internal push factor in this study are the perceived pay equity of public university lecturers; the internal pay equity (as the push factor) and the external pay equity of lecturers in sisters' universities overseas (as the pull factor).

A review of past literatures has highlighted both factors among other factors cited as push and pull factors. (Ahmad & Riaz, 2011; Ryan-Healy & Sullivan, 2012; Yan et al., 2015). However,

relatively few studies have empirically examined the effect of compensation as external pull and internal push factors on the turnover intention on public universities lecturers in Nigeria. Recently the federal government of Nigeria approved a 25% pay increase of all federal institutions lecturers and 35% increase for its professors. What will be the likely impact of this increase on the perception of the lecturers and it relative effect on their turnover intention.

External and internal compensation are pulling and push factors that have been investigated to have a significant positive relationship with employee turnover among lecturers (Sudhashini et al., 2016). Faride et al. (2021) also asserted that financial reward has a direct impact on turnover intention among lecturers. However, this is a global phenomenon. A study carried out by Namupala (2023) discovered that a low salary is a major reason for turnover intentions among lecturers in Africa and there exist tendency to go for the next available employer willing to pay better. It is therefore the objective of this study to investigate these positions among lecturers in selected public universities lecturers in Nigeria as regards their turnover intention to universities abroad.

There are inadequate studies examining the impact of compensation as external pull and internal push factor on turnover intention of public university lecturers in Nigeria, this study aim to add to the existing literatures and contribute to existing knowledge in this area. The study aims at answering the following questions:

- (i) Does perceived internal pay equity have any effect on turnover intention?
- (ii) Does perceived external pay equity have any effect on turnover intention?

In line with the questions raised the objectives of this study are to:

- (i) Investigate the effect of perceived internal pay equity on turnover intention.
- (ii) Investigate the effect of perceived external pay equity on turnover intention.

The study hypothesise the objectives as:

- (i) Perceived internal pay equity has no effect on turnover intention.
- (ii) Perceived external pay equity has no effect on turnover intention.

2. Literature Review

Conceptual Framework

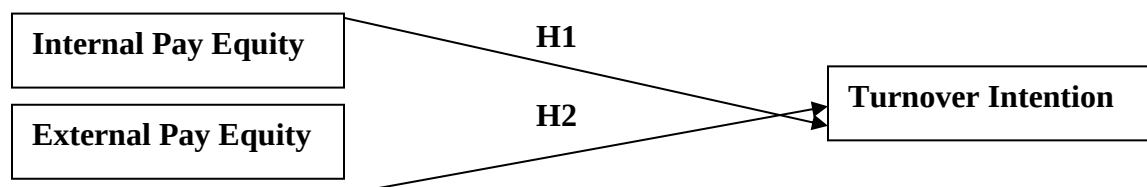


Fig 1: Research framework predicting lecturers' turnover intention

Source: Researcher, (2025)

Turnover Intention

Employee's turnover is a challenge that has attracted scholars and researchers in the behavioural science. Ariyabiddhiphongs and Khan (2017) conceive turnover intention as thought of searching for another job and the desire to consider taking another job offer. Chi (2018) on a more précised note defined turnover intention as a personal inclination to resign from one's current

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job. The main focus of turnover intention is individual behavioural intention to resign his current job. Studies have discovered that turnover intention is related to many factors which include; organisational commitment, equity, job enrichment and engagement. (Farida et al, 2021; Lee et al., 2018; Rubel & Kee, 2015; Garland et al., 2013; Hussain & Assif, 2012).

This phenomenon has received attraction because of its implication on organisation's performance. Turnover can bring about negative effect on an organisation's performance if not properly handled (Palesciuc, 2019). Some of these negative results include; cost, day-to-day operations disruptions, time to recruit and psychological impact on the remaining employees (Farida et al, 2021). Turnover intention is the attitude of an individual to leave an organisation, while turnover describes the actual behaviour to quit an organization (Praseto et al., 2020).

Turnover in this study relates to the workers voluntary decision to quit the organisation excluding certain conditions such as; retirement, termination of employment, contract or illness (Noe et al., 2011). In the opinion of Chen et al. (2014) and Branham (2012), turnover intention implies that the employee would soon leave, however this also implies that the employee is not yet leaving the organisation.

A considerable number of factors have been investigated to have engender and predicated turnover intention by scholars, these factors include; work-life crisis, stress, burn-out and office politics (Farida et al, 2021). These factors have been investigated to have a positive impact on turnover intention. On the other hand, scholars have also recognized some factors that can help to reduce turnover intention. These factors include; affective organisational commitment, extrinsic motivation, financial reward, work-life balance, job autonomy, job satisfaction, perceived support and career development (Vidal et al., 2007; Fried et al., 2008; Noor, 2011; Karavarda, 2014; Zhang & Li, 2016; Jung, 2017; Akgunduz & Sanli, 2017; Azis et al., 2019; Farida et al, 2021).

Pay Equity

Pay is a salient issue in the employer-employee relationship. This has always attracted the attention of researchers. Pay most time alternatively use with compensation is reward for work done. However, pay takes the form of monetary compensation. This study focuses on the monetary compensation (pay) otherwise term financial reward. Emejulu (2020) argued that pay which he called financial reward is a reward expressed in monetary value (cash) such as salary, wages and other monetary incentives. This could also be direct (which comprises of direct cash payment of salary, wage, bonus, commission and benefit) or indirect which consist of any form of compensation excluding direct compensation. (Farida et al, 2021; Idris et al., 2017). It is therefore obvious that pay is financial reward received by employers for work done which have monetary value and it can take the form of salary, incentive, wages, paid leave, insurance.

This will definitely reflect in employee's standard of living. In other words, increase pay might engender increase living standard and vice versa. Studies reveal that a positive pay system will prevent employees from leaving, engender increasing performance and enhance job satisfaction, affective commitment and actualizing work-life balance. (Emejulu, 2020; Akgunduz & Sanli, 2017; Boxall & Macky, 2014; Mustapha, 2013, Si & Li, 2012).

Pay equity is conceived as the presence of fairness and justice in the distribution of rewards and outcome such as payments and other work conditions. The concept is mostly associated with politics and sociology (Son, 2011). Miles (2022) conceives pay equity as the idea that all workers are remunerated based on individual qualification and input with reward in commensurate. Burrus

and Matterns (2010) assert that equity is an element used in ascertaining a fair distribution of outcome which they refer to as distributive justice.

The concern for distributive justice became predominant as the question of how do people determine whether a payment is fair or not arise. Pay equity is defined as employees' judgment of equality when they feel that their input-to-output ratio and that of others is comparable (Adams, 1963). It is, however, a complex construct. Hartmann and Slapnicar (2012) indicated that it comprises distributive equity and procedural equity. Distributive equity can be distinguished as both internal equity and external equity, since people tend to utilize both internal and external referents to determine pay equity (Ying et al., 2023). Furthermore, when employees are pay in accordance with their own sense of worth, personal equity exists.

This study focused on distributive equity which refers to the equity of outcome which is internal and external in dimension.

Internal Pay Equity

Push factors have been perceived as internal conditions in an organisation that influences employees to withdraw from their job. This usually arises as result of employees' unhappiness with the job requirements, relationships, conditions and supervision. (Capeli & Homoni, 2016) Anderson (2005), assert that perceived inequity in compensation by the employee is a push factor that has engendered turnover intention over the years amidst other factors. A review of some literatures has discovered that low pay is a major cause of employees' turnover. When pay becomes insufficient overtime due to the economic realities, this result into a negative commitment by the employee and engenders turnover intention. (Zhao & Ghisalli, 2016; Haldorai et al., 2018)

External Pay Equity

In a bid to attract talents, organisations make available compensation packages that are high and attractive in the market. As a result, prospective employees who desire to leverage on such opportunity to increase their income will find it very attractive. (Schwoerer & Rosen, 1989; Govindasamy & Jayasingam, 2010; Sudhashini, 2018). Workers will make comparison of their present compensation with that of another organisation after which they are being underpaid and they deserve more. This may result to that feeling of distributive injustice and inequity (Owence et al., 2014)

University lecturers in Nigeria too may also be allured by available compensation packages in universities overseas especially with the current economic challenges and therefore make comparison. If the benefits from these universities are better, this will definitely engender turnover intention. (Rahimi, Hashin, Tahsildari & Khodakarami, 2013)

Empirical Review

Internal Pay Equity and Turnover Intention

Thannuiya et al. (2016) discovered that low pay within an organisation is a push factor that negatively relate with turnover intention. Their findings show a negative relationship between low salaries and turnover intention of lecturers in Malaysia private universities. This further implies that as the pay get lower, turnover intention of lecturers' increases and vice versa. The study which examined 253 lecturers from 20 private universities in Malaysia included professors, senior lecturers and junior lecturers from various faculties gave credence to the equity theory and the PPM theory that workers will compare their earnings with their input and earnings of others and

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present economic realities. Farida et al (2021) also discovered that internal pay negatively correlated with turnover intention among lecturers.

External Pay Equity and Turnover Intention

Zhou and Vollkwein (2004) discovered from a survey carried out on 2473 full-time faculty staff of research and doctoral institution in United State discovered that external pay has a direct significant effect on their turnover intention. Sudhashini et al (2016) however discovered that external pay as a pull factor has direct effect on turnover intentions of lecturers. However, in their findings the effect was not as significant as other external pull factors which predicated turnover intention.

Theoretical Review

The Equity Theory

The equity theory propounded by Adams (1965) is quite an established theory that proposes that people who feel they are receiving enough compared to another doing the same quantity of work may feel under benefitted, while people who feel they are receiving too much compared to another doing same quantity of work may feel over benefitted. The major thrust of the theory is that payment should be considered fair if the payment for work done is perceived to be comparable to the ratio of payment of work done for others.

Chen et al. (2023), argued further that the equity theory suggests that individuals are likely to compare their own inputs and corresponding outcomes with other individuals, resulting in the formation of their own perceptions of fairness (Adams, 1965). Examples of inputs include loyalty, commitment, experience, skills, and flexibility, while examples of outcomes include remuneration, development, benefits, reputation, enjoyment, and rewards (Ngo-Henha, 2017). Individuals who experience unfairness at the workplace are more likely to be de-motivated and eventually yield lower inputs or seek changes.

On the other hand, objective evaluation of the work performance would ensure fairness and yield higher inputs; knowing that good performance is rewarded, employees would work harder to be rewarded (Adams, 1965). The application of the equity theory to explore turnover is deemed fitting, as TI serves as the resultant outcome of inequity (Ngo-Henha, 2017). Creating a fair working environment is part of the management's measures to reduce turnover intention among the employees.

Push-Pull Mooring (PPM) Theory

This study applies the Push-Pull Mooring (PPM) theory as it framework in investigating the effect of pull and push factors on turnover intention. The PPM is an off shot of the human migration studies. The theory is often used for understanding human migration. (Hou, Rong-An, Chin-chun & Kuo-long, 2014) The theory considers human migration as a result of the interactions between the push and pull factors from the origin place to the desired destination. (Chang et al., 2014).

In the context of this studies turnover intention of public university lecturers will be as a result of the interactions between the internal push factor (internal compensation system) and the external pull factors (external compensation system). In this theory the negative conditions low salaries, inadequate benefits that make individuals want to move from where they are currently are

the push factors, while the positive conditions like high salary, better fringe benefits that attract the individual towards a desired destination are called the pull factors.

Both the pull and the push factors are characteristics of the place that is the origin place and the desired destination and does not relate to the individual. (Jung, Han & Oh, 2017) The PPM initially was just the push-pull model but Moon (1995) extended the model by including the mooring factors which connote the personal, social or cultural variable that mitigates or engenders migration decision. The mooring factors are the factors either positive or negative moderating the push and pull factors. Though the PPM is a theory of human migration, it is applicable in understanding turnover intention. Since migration is not limited to geographical movement alone it is also extended to include industrial or occupational mobility which connote the movement of an individual from one job to another (Haldorai et al., 2018).

Vroom's Expectancy

Theory Vroom (1964) theorized that employees would choose specific actions expecting a particular result or outcome, pleasure or pain. Vroom viewed motivation as a force and defined motivational force as the resultant product of expectancy, instrumentality, and valence (Baciu, 2017; Lloyd & Mertens, 2018; Kumar & Prabhakar, 2018). According to Vroom, expectancy is an employee's anticipation of the performance results produced by a conscious, deliberate action on their part. (Baciu, 2017; Lloyd & Mertens, 2018; Pereira & Mohiya, 2021).

Furthermore, Baciu (2017), Lloyd and Mertens (2018), and Pereira and Mohiya (2021) postulated that Vroom viewed expectancy as an action outcome association that takes on the values of 0 (no expectation) to 1 (full expectation), which correlated with the employee's belief that their efforts would generate the expected result. Vroom defines the construct of instrumentality as the perception that an anticipated reward will result from the performance. Vroom described this as an outcome-outcome association with the same outcome designation values; 0 (no probability of reward delivery) to 1 (reasonable probability of reward delivery); (Baciu, 2017; Lloyd & Mertens, 2018).

Vroom described valence as indicating the individual's degree of preference toward the subsequent outcome or reward (Lloyd & Mertens, 2018). These rewards could be positive, such as an increase in pay, or negative income, such as penalties or sanctions (Baciu, 2017). Turnover intention is related to the expectation of a lecturer such as reward, training, working conditions, and recognition. When employees join the organisation with some expectations, the chances of negative behaviours such as absenteeism or turnover intention will increase if those expectations are not met.

Social Exchange Theory

Social exchange theory suggests that a relationship is determined by benefits and costs to an individual (Eugene & Nor, 2011). In other words, a relationship depends on the perceptions of the balance between the effort poured into the relationship (cost) and what is acquired out of it (benefits). Thus, the relationship is believed to be strong and committed if the benefits outweigh the costs (Thanuja et al., 2016).

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According to Masterson et al. (2000), employees can form social exchange relationships with their supervisors or their organisations. For example, employees will contribute to the organisation when they are satisfied with it and consider leaving when they are not (Rhoades et al., 2001).

3. Methodology

Research Design

The study adopts a descriptive and a quantitative approach. The study used cross section field study to generate its primary data. The adoption of a survey research design was supported by employing a structured questionnaire that enabled the researcher to interview a large number of respondents within the limited time.

Population and Sample

The population of this study comprises of 843 lecturers from Lagos State University, Ojo campus and 1709 from University of Lagos, Akoka Campus, making a total of 2552 lecturers (Aremo, 2023). Lagos state university, Ojo was established as a public university in 1983. LASU has three campuses each in Ojo, Ikeja and Epe. However, the Ojo campus is the main campus and in it we have the centre of LASU's administration. The campus constitutes the following faculties; Art, Law, Management science, Science, Social science, School of Transport, School of communication, Centre for environmental studies and sustainable development, Centre for planning studies, Information and communication technology centre, Online and distance learning institute, Centre for entrepreneurial studies and post graduate school. (Aremo, 2023).

University of Lagos was founded in 1962. It presently has three campuses, two at Akoka and the third which is the college of medicine at Idi Araba, Surulere, all in the Lagos mainland. The university has twelve faculties, these include: Art, Basic medical science, Business Administration, Clinical sciences, Dental sciences, Education, Engineering, Environmental sciences, Law, Pharmacy, Science and Social msciences. It also offers master's and doctorate degrees in most of its programmes.

The study adopts the use of purposive non probability sampling. The justification for choosing this technique is that it enables the researcher to asses freely any available respondent willing to respond to the questionnaire. Lecturers on campuses are always busy, getting any to respond to your questionnaire don't come easy. The sample size for this study is 334 and was determined using the Krejeie and Morgan (1970) table for determining sample size. 167 participants from each university were purposively randomly selected to participate in the survey.

Data Collection Instrument

The survey was administered electronically through goggle form. A goggle form link was sent to the entire respondents either via emails or WhatsApp messenger through which they will access the survey. Some of the respondents discovered the form took about five minute to fill. Already established measuring instrument with existing validity and reliability test and results were used in this study. Items for external compensation (Wood 1979 tested in Sudhashini et al., 2016) with a Cronbach Alpha of 0.906. Items for internal compensation (Jun et al., 2006) with a Cronbach Alpha of 0.88 and items on Turnover intention (Mobley et al., 1978) with a Cronbach Alpha of 0.93.

Validity and Reliability of the Research Instrument

The study measured the internal consistency (reliability) of the survey items using the cronbach alpha measure as it is most commonly used in multiple likert scale question survey (Sudhashini, 2018). The reliability of the scale must produce acceptable reliability for all measures in order for the measurement instrument to be accepted. Higher cronbach alpha coefficients value means that scales are more reliable.

According to Sekaran (2003), when the scale reliability has a closer reliability to 1.00, the better the reliability of the scale. As a rule of thumb, acceptable cronbach alpha values should be at least 0.70 or above (Sudhashinii, 2018; Hair et al., 1998).

Data Analysis

The collected data was analyzed using regression statistical analysis with the aid of SPSS. A total number of 309 lecturers responded to the survey. Therefore, the following analysis is based on the response of these 309 respondents as shown in table 1.

4. Results and Discussion

Table 1

Model Summary of Internal Equity and Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	36.6	.359	.65855

a. Predictors: (Constant), Internal Equity

Source: Author's Compilation, 2025

Table 2

ANOVA of Internal Equity and Turnover Intention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.256	1	25.256	58.236	.000 ^b
	Residual	43.802	308	.434		
	Total	69.058	309			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Internal Equity

Source: Author's Compilation, 2025

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Table 3:

Model Summary of External Equity and Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.272 ^a	7.4	.065	.79574

a. Predictors: (Constant), External Equity

Source: Author's Compilation, 2025

Table 4

ANOVA of External Equity and Turnover Intention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.105	1	5.105	8.063	.005 ^b
	Residual	63.953	308	.633		
	Total	69.058	309			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), External Equity

Source: Author's Compilation, 2025

Test of Hypothesis

Hypothesis 1: Perceived Internal Pay Equity has no Impact on Turnover Intention

The Regression analysis reveals that the value of sig. to be .001 which is <0.05 . Therefore, the null hypothesis is rejected. This implies that internal pay equity has an effect on turnover intention of these lecturers. The R square value also indicated 36.7% which implies a significant effect. See table 1 and 2.

Hypothesis 2: Perceived External Pay Equity has no Impact on Turnover Intention.

The Regression analysis shows the value of sig. to be .005 which is <0.05 . The null hypothesis is therefore rejected. This thus implies that external pay equity has a significant effect on turnover intention of these lecturers. See table 3 and 4.

Discussion of Findings

From the above analysis the study discovered that internal pay equity has a significant impact on turnover intention of the respondents. This supports the findings of Thannuiya et al. (2016) who discovered that poor internal pay relates positively with turnover intention. That is as pay gets better there would be a corresponding decline in turnover intention of employees and vice versa. The findings also support the postulations of the PPM theory, the Expectancy theory, the social exchange theory and the equity theory, all of which projects the idea that when workers expectations are not met, it will generate reactions; one of such reactions is the intention to leave the job.

On the other hand, the study also reveals that external pay equity has a significant effect on turnover intention of these respondents. This finding supports the findings of Zhou and Vollkwein (2004) that in their study among faculty staffs in united state discovered that external

pay equity has a significant effect on turnover intention. It also supports the finding of Sudhashini et al. (2016) and most of the existing assertions that favours the pull effect. The study therefore reveals that turnover intention is a product of the internal pay dissatisfaction of the respondents as well as the juicy offer of other universities. However internal pay equity has a higher level of significance as reflected in the R square when compared to that of external equity. This does imply that internal pay equity has more significant impact on turnover intention than external equity. One could conclude therefore that external pay will not be alluring if the internal pay is satisfactory.

5. Conclusion and Recommendations

Turnover intention is not only a function of pay inequity as observed by Sudhashini (2018). Other factors exist which engender turnover intention such as work-life balance, fringe benefits, social security, security and safety of life and property. With the globalization of the higher education sector in Nigeria, universities must be able to respond to the changes in university environment both internally and externally.

Retaining quality lecturers is fundamental in preserving and enhancing academic quality in meeting the demands of a globalised economy. In order to attract and retain caliber lecturers, there must be improvements made to the role and job of a lecturer. The results from this research have underlined the importance of pay equity in relation to lecturers' turnover intention. Hence, policy makers, university governance and educators and recruitment bodies should work together and ensure that various policies must be enforced to lessen lecturers' turnover.

Lecturers are the intellectual resources of the university. Hence, they are a valuable asset to the university and they play an important role in educating the future workforce. Lecturers are core employees of the universities and their contributions will achieve the goals and objectives set by stakeholders and policymakers. It is with great optimism that the findings of this study will prove useful in the improvement of faculty and university pay system which will hopefully aid in retaining the nation's high caliber academic staff.

Recommendation

Based on the findings of the study the following recommendations were made:

- (i) The study suggests an upward review of lecturers' salaries to fit into the present economic situation of the country so as to ensure pay satisfaction among public university lecturers. Having discovered that turnover intention of lecturers is mostly a product of the internal dissatisfaction, an upward review that in this light will reduce turnover intention.
- (ii) The study also suggests adequate provision of novel incentives in form of allowance for lecturers. This might take the form of publishing or research allowance and this should be in proportion to the value in dollars. As this will increase lecturers take home, thereby reducing chances of turnover intention engendered by external pay equity.

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