

Demographic Factors as a Catalyst for the Retention of Academic Staff: A Case Study of Three Universities in Sub-Saharan Africa

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Abstract: The aim of the study was to determine the effect that demographic factors such as age, gender, marital status and education, as well as factors such as years of experience, income, academic rank, country of origin and area of specialisation have on academic staff working in the higher education sector in Sub-Saharan Africa. A survey approach was adopted as the main data collection tool and data was collected from three public Universities-University of KwaZulu-Natal (UKZN), Addis Ababa University (AAU) and Haramaya University (HU). The first university is located in South Africa and the last two universities are situated in Ethiopia. The survey was employed as a research design. A self-administered survey questionnaire consisting of both demographic variables (age, tenure, educational level, academic rank, employment status, marital status, average income level, and fields of specialisation) and six item turnover intentions or intentions to stay variables (measured a five-point Likert Scale in which 1= Strongly Disagree; 2= Disagree; 3= Neither Agree Nor Disagree; 4= Agree and 5= Strongly Disagree) were completed by 596 respondents selected by means of the stratified sampling method. The data was analysed using the Statistical Package of the Social Sciences (SPSS) software packages version 24. Both descriptive (frequencies, mean and standard deviation) and inferential (one-way-ANOVA) statistics were applied to examine the effect of the various demographic and other factors on the academic staff members' intentions to depart from or remain at the three universities. The study revealed that the effect of these factors on the academic staff's intention to depart or remain varied across the three universities. The study concluded that age, educational level, rank, employment status, marital status and area of specialisation were significant at HU but not at UKZN, where none of these factors were found to be significant predictors of a staff member's intention to depart from the university. The findings of this study will enable higher education leaders and human resource practitioners in general, but Ethiopian institutions in particular, to design an acceptable human resource strategy and policy, tailored to address diversity and overcome the temptations of "one-size-fits-all" retention strategies.

Keywords: *Intention to depart, demographic factors, academic staff, Ethiopia, South Africa.*

1. Introduction

Institutions of higher learning play a key role in producing and developing skilled manpower and the human capital needed for accelerating a nation's political, social/economic and technological development agendas worldwide (Baker, 2015; Nelson et al., 2017; Puteh, Nor & Zulkifli, 2012; Sawyerr, 2004). The capacity of these institutions to execute their mandate for learning, teaching, research and community service at a sustainable level largely depends on their ability to attract and retain highly qualified academic staff (Nelson et al., 2017). Organisations in the 21st century are largely diversified and the "one-size-fits-all" retention strategy jeopardises the ability of the institutions to attract and retain knowledge workers who usually have highly diversified needs and expectations. Furthermore, having the right mix of academics, in terms of quantity and quality, is paramount to ensure an institution's academic quality and has an impact on the overall performance of the institution.

Based on this presumption, this study examined the effect of demographic factors on the academic staff's intention to depart or remain in the context of the institutions of higher learning in sub-Saharan Africa. Previous studies revealed that employee intention to depart or remain is influenced, among other things, by socio-demographic factors (Agyeman & Ponniah, 2014; Akova, Cetin, & Cifci, 2015; Almalki, Fitzgerald, & Clark, 2012; Chowdhury, 2015; Emiroğlu, Akova, & Tanriverdi, 2015; Ethiopia Demographic and Health Survey, 2011; Hatton & Williamson, 2003; Hundera, 2014; Lee, Dai, Park, & McCreary, 2013; Samad, 2006; Sun, Luo, & Fang, 2013). Other studies, mostly in the context of western countries and to a certain extent

Asian countries, hold that there is a significant relationship between demographic factors and turnover intentions. Yet, inconsistent results were produced in this respect.

According to Emiroğlu et al. (2015), there is a significant relationship between demographic factors such as gender, marital status, age, educational level and factors such as tenure, wage, position and working department and turnover intentions in the context of five-star hotels in Istanbul, Turkey. The study concluded that demographic and other factors as mentioned above do influence the turnover intentions of employees (Emiroğlu et al., 2015). This study was later replicated in China and found that only a few demographic factors (age and marital status), and other factors such as employment position, wage level, length of tenure, years of working in the hospitality industry, working hours, work-life balance and job pressure are determinants for the turnover intentions of employees working in five-star hotels in Beijing, China (Wang, 2017: IX). Turnover intention is an important variable to analyse as it provides an estimation of employees' self-assessments about whether they might depart from the organisation in the future. It can be a useful indicator of actual turnover or could provide an opportunity to take action to perhaps prevent the actualisation of the intention (Tettey, 2006). Numerous empirical studies and turnover models have shown that intent has proven to be the strongest and best predictor or indicator of actual departure or turnover (Radzi, Ramley, Salehuddin, Othman & Jalis, 2009). Also see the seminal works of (Smart, 1990) cited in (Tettey, 2006). The term 'turnover intention' refers to "an individual's perceived probability of leaving an organisation or the willingness of an individual to voluntarily withdraw permanently from an organisation" (Radzi et al., 2009:173).

There is a positive relationship between turnover intentions and the actual behaviour, supporting the "attitude-behaviour theory", which holds that an individual's intention to perform a specific behaviour is an immediate determinant of the actual behaviour (Radzi et al., 2009). To determine actual turnover requires a longitudinal research design that surveys and then tracks individuals indefinitely. This is a costly effort involving ethical issues. Certain organisational-level studies use actual turnover rates but most management oriented and individual-level research employs turnover intention (Cho & Lewis, 2012). This study employed a 'proxy' construct 'turnover intention' to measure the extent to which academic staff members at the three universities (UKZN, AAU and HU), are willing to remain there or depart. In the context of sub-Saharan Africa, a limited number of studies have been conducted regarding factors contributing to academic staff's intentions to depart from their institutions (Ibrahim, Kassa, & Tasisa, 2017; Masango & Mpofu, 2013; Onah & Anikwe, 2016). These studies have focused on all factors contributing to the departure of academic staff from higher education sectors in Ethiopia, Nigeria and South Africa. There is a minimal amount of empirical evidence regarding the effect of demographic variables on academic staff's intentions to remain at or depart from universities in sub-Saharan Africa. This study, therefore, aimed to examine the effect of demographic and other factors on the turnover intentions of academic staff at three universities operating in sub-Saharan African countries (South Africa and Ethiopia), using a comparative approach. The two universities selected in Ethiopia are labelled "AAU" and "HU" respectively and the third university was selected from South Africa and labelled "UKZN".

2. Literature Review

Turnover Intention: Employee retention is crucial for the development, survival and prosperity of institutions (Masango & Mpofu, 2013). Studies have shown that there is a strong, positive relationship between turnover intentions and actual turnover (Cho & Lewis, 2012; Radzi et al., 2009; Smart, 1990; Tettey, 2006). The term 'turnover intentions' refers to "an individual's perceived probability of leaving an organisation or the willingness of an individual to voluntarily withdraw from an organisation permanently" (Radzi et al., 2009:173). The success or failure of an organisation is determined, among other things, by its ability to manage workforce turnover. Empirical evidence from Madda Walabu University in Ethiopia indicated that the majority, (71.3%), of the respondents in a study indicated that they intend to depart while the rest prefer to remain in their current job (Ibrahim et al., 2017). The study pinpointed three major reasons for staff wanting to depart. These are an unfavourable work environment, inferior management and leadership and inadequate remuneration (Ibrahim et al., 2017).

Another study involving Nigerian universities identified problems influencing the attraction and retention of quality academic staff as brain-drain, too few female academics, unattractive salary packages and a lack of adequate training and development opportunities (Onah & Anikwe, 2016). A content analysis regarding South African universities confirmed that the voluntary turnover in the selected universities is continuing despite policy framework aimed at retaining academic staff members (Masango & Mpofu, 2013). This signifies that staff turnover is one of the critical challenges facing the higher education sector and calls for attention to ensure the sustainability of higher learning institutions.

The direct effect of staff turnover is the cost of replacement, whereas the indirect effects include the deterioration of service delivery due to poor job satisfaction, lack of commitment and a low level of engagement among the remaining staff members (Akova et al., 2015). This phenomenon results in a loss of experienced and skilled employees, higher recruitment costs and a greater workload (Melaku, 2014:ii). All this leads to job stress and dissatisfaction, increased temporary or fixed term employment that may compromise the quality of teaching and learning, declining research productivity due to heavy reliance on part time lecturers primarily focusing on teaching-learning, but not on research and community engagement, interruption of course or module delivery, low throughput and a deteriorating quality of education that may have an impact on the reputation of the university and the quality of services delivered to society at large. The main objective of this study was to examine the effects of demographic factors such as age, educational level, marital status, tenure, area/field of specialisation, gender and other related factors on employee's intentions to depart from their institutions. The next sub-section examines the relationship between selected demographic factors and turnover intentions.

Demographic Factors And Turnover Intentions: Several studies have shown a relationship between socio-demographic factors and the intention to depart from the institution in different settings (Agyeman & Ponniah, 2014; Akova et al., 2015; Almalki et al., 2012; Ethiopia Demographic and Health Survey, 2011; Chowdhury, 2015; Emiroğlu et al., 2015; Hatton & Williamson, 2003; Hundera, 2014; Lee et al., 2013; Samad, 2006; Sun et al., 2013), while other researchers have argued that there is no significant association between these variables and turnover intentions (Almalki et al., 2012). This study examined the extent to which these variables predict turnover intentions in the context of higher learning institutions operating in two African countries namely South Africa, which is relatively viable economically and environmentally conducive and Ethiopia, which is relatively weak economically with poor working conditions. Studies have shown that employees' turnover intentions differ based on gender (Carbery, Garavan, O'Brien, & McDonnell, 2003; Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Hundera, 2014; Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006; Momani, 2017; Tufail et al., 2017). The reviewed studies indicated that females have higher turnover intentions than males (Emiroğlu et al., 2015), although the data obtained from China failed to support this (Wang, 2017).

A study in the context of Science, Technology, Engineering and Mathematics (STEM) disciplines, showed that women's stronger turnover intentions highly correlate to dissatisfaction with research support, advancement opportunities and free expression of ideas (Xu, 2008). With regard to marital status there is a monumental amount of evidence indicating that marital status is a significant predictor of employees' intention to depart from an institution (Carbery et al., 2003; Cho & Lewis, 2012; Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Wang, 2017). It has been argued that single or unmarried people have higher turnover intentions than married people. A reason for this is that married people often have other family responsibilities making a job change much more disruptive (Cho & Lewis, 2012). Few studies have shown a significant effect of educational level on employees' intentions to depart from their organisation in the context of the hospitality industry in Asia (Karatepe et al., 2006). The relationship between age and turnover intentions has been examined by various researchers (Al-Hussami, Darawad, Saleh & Hayajneh, 2014; Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Karatepe et al., 2006; Lambert, Hogan & Barton, 2001). The literature on whether age has any effect on an employee's intention to depart from their place of employment has been inconsistent with certain studies showing that young employees are more inclined to depart than older people (Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Karatepe et al., 2006; Lambert et al., 2001), and others arguing that there is no significant relationship between age and employees' turnover intentions (Al-Hussami et al., 2014).

Those who argue that there is a difference in the tendency of people to depart vis-à-vis their age attribute different reasons for the phenomenon. According to Cotton & Tuttle (1986), older people have a lower tendency to withdraw from their employment for two major reasons. One is familiarity with the job and their work environment when they get older and the other is that older people usually have lower expectations compared to younger people (Wang, 2017:22). Others attribute the tendency to intergenerational differences, between baby boomers, generation X and generation Y (Latkovikj, Popovska & Popovski, 2016; Wang, 2017). Studies in the context of the hospitality industry have shown that previous generations (baby boomers and generation X), differ considerably from generation Y in terms of work-related values, characteristics and attitudes (Solnet & Hood, 2008). In terms of career aspirations, generation Y is apparently self-centred and demanding (Maxwell, Ogden, & Broadbridge, 2010), and have relatively lower commitment and higher turnover rates than generation X (born between 1965 and 1980), in the work place. The weak psychological contract with the organisation could be the reason for the high turnover rate of generation Y employees and their lower levels of organisational loyalty and commitment (Blomme, van Rheede, & Tromp, 2010). Studies have found that members of generation Y have higher expectations of pay raises, promotion and flexibility compared to older generations and they are ready to depart from their current job when they decide that a change is more beneficial to them (Blomme et al., 2010; Gursoy, Maier, & Chi, 2008; Wang, 2017). This study is meant to examine the extent to which turnover intentions in the higher education sector differ with age across the three universities in the sub-Saharan African context. Several studies have also pronounced that tenure, among other demographic factors, yielded significant associations with turnover intentions (Momani, 2017). Studies further propound that people with high tenure generally have lower turnover intentions (Karatepe et al., 2006; Nadiri & Tanova, 2010; Uludağ, Khan, & Güden, 2011). Part of the explanation is that less experienced employees tend to depart from their job because they are being paid lower salaries, have invested less in their pension funds and are highly likely to make a change in favour of a better paying position (Cho & Lewis, 2012). New employees are also less likely to be married or to have children, making geographic moves less disruptive (Cho & Lewis, 2012).

Previous studies have shown that turnover intentions differ based on educational levels (Emiroğlu et al., 2015). They have concluded that employees with a relatively lower level of education have a lower level of turnover intentions compared to those that have higher levels of education (Carbery et al., 2003; Emiroğlu et al., 2015; Karatepe et al., 2006). Earlier studies supported the notion that people with higher levels of education have higher expectations in terms of "financial rights, benefits and audit" (Chen, Wang, & Cheng, 2010), "towards their current employers, which means that the fulfilment of their needs is much more difficult" (Iqbal, 2010), compared to those with low educational levels (Emiroğlu et al., 2015). Another researcher supported the idea that more educated people desire to obtain more job opportunities and have a wider view/understanding compared to uneducated people (Lambert, 2006). Previous studies have suggested that turnover or turnover intentions in African universities vary depending on the field of expertise/discipline (Mitiku, 2010; Tettey, 2006).

A study conducted in five African universities, had the objective of designing retention strategies focused on disciplines such as health sciences, engineering, business, economics and computer/information science with the presumption that these are areas most vulnerable to brain drain or turnover (Tettey, 2006). Empirical evidence based on four years of turnover data, (from 2005 to 2008), revealed that of the 226 academic staff members who left AAU during this period, the faculty of education and social science constituted the highest %age (27%) followed by the medical faculty (19%), technology (18.6%), science (16.4%), the college of business and economics (14.16%), law (3.1%), veterinary medicine and the music school, both accounting for (0.9%) (Mitiku, 2010). This shows that the magnitude of turnover varies from one discipline to the next. In this particular study the researchers tested if areas of specialisation significantly differ in predicting turnover intentions across the three universities. With respect to academic rank, the data obtained from AAU shows that the majority of the staff members who left the higher education sector are lecturers (Mitiku, 2010). In this respect, there is a paucity of empirical evidence regarding the turnover intentions of academic staff vis-à-vis their academic rank. This study examined the notion that turnover intentions differ according to academic rank across the three universities.

Findings regarding the relationship between remuneration and turnover intentions are inconsistent within different settings. Emiroğlu et al.(2015), argue that turnover intentions differ based on wage groups, but Al-Hussami et al.(2014) claim that remuneration is not a significant predictor of turnover intentions. Most of the studies regarding the relationship between remuneration and turnover intentions were conducted in the context of the health sector, focusing on nurses working in Asian countries. This study is unique in that it relies on data obtained from African universities operating in relatively different contexts using a comparative approach. A limited number of studies have been undertaken to assess the effect of demographic factors on academic staff's intention to depart from their employment in the sub-Saharan African context in general and the higher education sector in particular. The main purpose of this study was to examine the effect of demographic factors such as age, educational level, marital status, tenure, areas/fields of specialisation, gender and other related factors on employees' turnover intentions at three universities. The following hypotheses, based on the existing literature, were formulated for testing.

Table 1: Research hypotheses based on the review of existing literature.

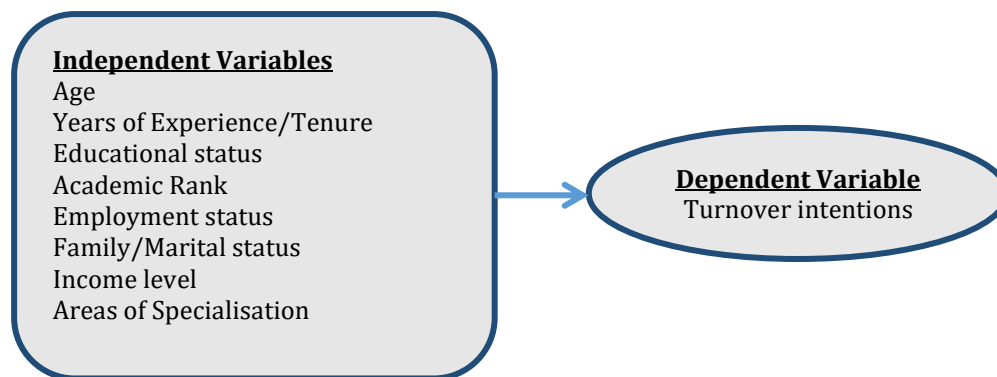
Intention to stay (IS)

No	Hypothesis
H1:	Age has no significant influence on academic staff IS at the three universities
	H1a: Age has no significant influence on academic staff IS at UKZN
	H1b: Age has no significant influence on academic staff IS at AAU
	H1c: Age has no significant influence on academic staff IS at HU
H2:	Tenure has no significant influence on academic staff IS at the three universities.
	H2a: Tenure has no significant influence on academic staff IS at UKZN
	H2b: Tenure has no significant influence on academic staff IS at AAU
	H2c: Tenure has no significant influence on academic staff IS at HU
H3:	Level of education has no significant influence on academic staff IS at the three universities.
	H3a: Levels of education have no significant influence on academic staff IS at UKZN
	H3b: Levels of education have no significant influence on academic staff IS at AAU
	H3c: Levels of education have no significant influence on academic staff IS at HU
H4:	Academic rank has no significant influence on academic staff IS at the three universities.
	H4a: Academic rank has no significant influence on academic staff IS at UKZN
	H4b: Academic rank has no significant influence on academic staff IS at AAU
	H4c: Academic rank has no significant influence on academic staff IS at HU
H5:	Employment status has no significant influence on academic staff IS at the three universities.
	H5a: Employment status has no significant influence on academic staff IS at UKZN
	H5b: Employment status has no significant influence on academic staff IS at AAU
	H5c: Employment status has no significant influence on academic staff IS at HU
H6:	Marital status has no significant influence on academic staff IS at the three universities.
	H6a: Marital status has no significant influence on academic staff IS at UKZN
	H6b: Marital status has no significant influence on academic staff IS at AAU
	H6c: Marital status has no significant influence on academic staff IS at HU
H7:	Income level has no significant influence on academic staff IS at the three universities.
	H7a: Income level has no significant influence on academic staff IS at UKZN
	H7b: Income level has no significant influence on academic staff IS at AAU
	H7c: Income level has no significant influence on academic staff IS at HU
H8:	Area of specialisation has no significant influence on academic staff IS at the three universities.
	H8a: Area of specialisation has no significant influence on academic staff IS at UKZN
	H8b: Area of specialisation has no significant influence on academic staff IS at AAU
	H8c: Area of specialisation has no significant influence on academic staff IS at HU

Source: Researcher's own construction

In addition, based on the hypothesis above, the conceptual model is shown in Figure 1 as a guide to the study.

Figure 1: Proposed conceptual framework/model



3. Methodology

This study employed a survey approach. The data was collected from 596 academic staff members from three selected universities in Ethiopia and South Africa using structured questionnaires. The sampling strategy was stratified, random sampling. The data was collected from the last week of December, 2016 to the second week of May, 2017. The questionnaire consisted of both the independent variables or socio-demographic factors such as age, years of experience (tenure), educational qualification, academic rank, employment status, income, marital status and specialisation whereas the dependent variable is the intention to stay or turnover intention. Among the socio-demographic factors, age was measured using five categories: < 30 years, 30-39 years, 40-49 years, 50-59 years and 60+ years. Years of experience (tenure) was measured using six categories: Less than 1 year, 1 - <6 years, 6 - <10 years, 10 - <15 years, 15 - <20 years and 20 years and above. Level of education was measured using five categories: Bachelor's degree, Master's degree, Doctorate, Post-doctoral degree and others. Academic rank was measured using six categories: Full Professor, Associate Professor, Senior Lecturer/Assistant Professor, Lecturer, Junior/Developmental Lecturer/Assistant Lecturer and others. Employment status was measured using three categories: Temporary, permanent and difficult to define/specify. Average monthly income was measured using equivalent South African Rand and it was categorised into six categories: Up to R6745, R6746 - R13,490, R13,491 - R20,230, R20,231 - R26,980, R26,981 - R33,730, and above R33,730. Marital status was measured using four categories: Single, married, widowed and divorced/separated. Finally, area of specialisation was categorised into five groups: Science, Technology and Engineering (SET), Business and Economics, Social Science and Humanities and others.

On the other hand, the dependent variable was measured using a five point Likert Scale consisting of six items where 1=Strongly Disagree; 2= Disagree; 3= Neither Agree nor Disagree; 4= Agree and 5= Strongly Disagree. Cronbach's alpha was computed for the dependent variable to test whether the items were consistently measuring the same thing and could be combined to give a reliable measure for the intention to depart or remain variables. The alpha value of 0.983 indicates that the 6 items measuring intention to remain, such as "I desire and intend to remain at my university, I would like to continue working at this university for the rest of my career until retirement, etc." is a reliable measure. The data was analysed using SPSS software packages version 24. Both descriptive (%ages, mean and standard deviation) and inferential statistics (such as ANOVA) were applied to examine the effect of the various demographic variables on academic staff turnover intentions or intentions to stay at the three selected universities.

4. Results

Demographic Characteristics of the Respondents: The demographic characteristics of the respondents' show that the majority of the respondents were from AAU (44.1 %), followed by HU (34.9 %). Only 21% were from the UKZN. From a gender point of view, the majority of the respondents were male (84.1 %), female (14.8 %) and 1.2% did not specify their gender. The age distribution of the respondents across the three universities shows that 38.3 %, 29.7 %, 20.8 % and slightly above 10 % of them lies between the age ranges of 30-39, younger than 30, 40-49 and older than 50 respectively. In terms of nationality, 79.4 % of the

respondents are Ethiopian whereas 13.9 % are South African. The rest are foreign nationals from all three institutions. From a tenure perspective, the majority of the respondents have worked between 1 and 6 years (40.6 %) followed by 6-10 years (27.2 %), 10-15 years (11.9 %), less than a year (8.6 %), and slightly less than 10 % of them have served in the university for more than 15 years. In terms of educational qualifications, the majority of the respondents hold a master's degree (53.4 %) followed by doctorate degree holders (31.0 %), bachelor's degree holders (11.1 %) and post-doctoral research fellows (2.9 %). Other groups constitute slightly less than 2 %.

The academic profile of the respondents shows that almost half of the respondents are working as lecturers with the next highest percentage being senior lecturers or assistant professors (24.2 %), followed by junior/developmental/assistant lecturers (11.1 %), with senior academics having the rank of associate professor and full professor constituting slightly less than 10 %. The remainder in the groups form less than 5 %. Lastly, the majority of the respondents are permanent employees (88.4 %), married (60.6%) and Sciences, Technology and Engineering as their areas of specialisation (41.6 %) followed by Business and Economics (18.8 %), Health and Medical Sciences (17.3 %), Social Sciences and Humanities (11.7 %) and other (10.4 %).

Table 2: Average intentions to stay across the three universities

Institutions	N	M	SD
UKZN	125	3.3787	.92078
AAU	263	3.3621	.99757
HU	208	2.8083	.95514
Total	596	3.1723	1.00173

Source: Survey (2017)

As can be seen from Table 2, the mean values at HU are below average indicating that an above average number of academic staff members at HU disagree with the statement that they intend to remain at their university. This indicates more of a vulnerability to academic brain drain at HU compared to the other two universities (For item level mean values see Figure 2). The location of HU could be a reason for the lower intention to remain at the university as it is located in a more rural part of the country compared to the other two universities (UKZN and AAU), which are in metropolitan areas.

Table 3: ANOVA result showing the effect of age differences on academic staff intentions to stay or leave at UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	3.938	4	.985	1.217	.307
	Within Groups	96.262	119	.809		
	Total	100.200	123			
AAU	Between Groups	18.475	4	4.619	4.919	.001
	Within Groups	242.255	258	.939		
	Total	260.730	262			
HU	Between Groups	11.344	4	2.836	3.243	.013
	Within Groups	177.499	203	.874		
	Total	188.843	207			

Source: Primary data

Hypothesis Testing: A one-way analysis of variance (ANOVA) was used to examine the effect of demographic factors on the academic staff turnover intentions at universities. Accordingly, the next sub-sections are aimed at testing the already developed hypothesis. The effect of demographic factors on the academic staff's intentions to stay across the three universities, a one-way between groups analysis of variance was employed to examine the effects of demographic and related variables on the academic staff's intentions to either

remain at, or depart from, the three universities. Among others age, educational status, academic rank, employment status, family/marital status, areas of specialisation and income were found to be partially and statistically influential in the academic staff members' intentions to either remain at, or depart from, the two Ethiopian universities. At AAU only three demographic variables, namely age, educational attainment and employment status have significantly predicted turnover intentions. Similarly, a relatively large number of demographic variables including age, educational attainment, academic rank, marital status and field of specialisation have significantly and statistically predicted the academic staff's intention to either remain at, or depart from HU. Contrary to the first two universities under consideration, the findings from UKZN show that none of the demographic variables statistically and significantly predicted academic staff turnover intentions.

The following tables (Tables 3-10) show the one-way between groups' analysis of variance results regarding demographic variables such as age, educational attainment, academic rank, employment status, marital status and areas of specialisation and their effect on turnover intentions at selected universities. As can be seen in Table 3, a one-way between groups analysis of variance was conducted to explore the effect of age on academic staff's intention to either remain at, or depart from across the three universities. Participants were divided into five groups according to their age: Group 1: Younger than 30 years; Group 2: 30 to 39 years; Group 3: 40 to 49 years; Group 4: 50 to 59 years; Group 5: 60 years and older. At UKZN, there is no statistically significant difference between the age groups in this university ($P=0.307$). A similar analysis of the group was made at AAU and the result shows that there was a statistically significant difference at the $p<.05$ level in the turnover intentions for the five age groups: $F(4, 258) = 4.919, p=.001$.

At this level, age accounts for 7.1% ($R^2=0.071$) of the variance in the intention to either remain at, or depart from, the institution. Post-hoc comparisons using the Tukey HSD test indicated the mean score for the 60+ years age group ($M=4.0417, SD=.669887$) was significantly different from the 40-49 years' age group ($M=3.2019, SD=0.94413$), 30-39 years' age group ($M=2.6723, SD=0.91852$) and the younger than 30 years' age group ($M=3.4462, SD=.97722$). The 50-59 years' age group ($M=3.5530, SD=.99757$) did not differ significantly from either of the other groups. This result implies that older academics are not as comfortable with changing jobs as those who are younger. In a similar fashion the age group variable was tested to examine its effect on the academic staff's intention to either remain at, or depart from HU and it was found that there was a statistically significant difference at the $p<.05$ level in the turnover intentions for the five age groups: $F(4, 258) = 4.919, p=.013$.

The effect size was medium (partial $\eta^2=.060$). Post-hoc comparisons using the Tukey HSD test indicated that the mean score for the 60+ years age group ($M=4.0417, SD=.669887$) was significantly different from the 30-39 years' age group ($M=2.6723, SD=0.91852$). The younger than 30 years ($M=2.7855, SD=.95340$), 40-49 years ($M=3.0435, SD=1.00531$) and 50-59 years ($M=3.5833, SD=.69887$) age groups did not differ significantly from any of the other groups. This result reaffirms that the older academic staff members prefer to remain with their institutions while the younger academics are more likely to depart. Hence, H8a was accepted whereas H8b and H8c were rejected.

Table 4: ANOVA result showing the effect of differences of years of experience (tenure) on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	4.832	5	.966	1.192	.317
	Within Groups	94.831	117	.811		
	Total	99.663	122			
AAU	Between Groups	10.258	5	2.052	2.105	.065
	Within Groups	250.472	257	.975		
	Total	260.730	262			
HU	Between Groups	7.326	5	1.465	1.631	.153

Within Groups	181.517	202	.899
Total	188.843	207	

Source: Primary data

As can be seen in Table 4 a one-way between groups analysis of variance was conducted to explore the effect of income level on academic staff's intention to either depart from, or remain at, three universities namely UKZN, AAU and HU. The variable was grouped into six categories: less than 1 year, 1-<6 years, 6-<10 years, 10-<15 years, 15-<20 years and 20+ years against the dependent variable (intentions to either depart from, or remain at, the university). When compared across the three universities at $p < .05$, it was found that years of experience (tenure) was not significant predictor of academic staffs' turnover intentions (See Table 4). Hence, H8a, H8b and H8c were accepted.

Table 5: ANOVA result showing the effect of differences of educational level on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	2.334	3	.778	.954	.417
	Within Groups	97.866	120	.816		
	Total	100.200	123			
AAU	Between Groups	9.622	4	2.405	2.471	.045
	Within Groups	251.108	258	.973		
	Total	260.730	262			
HU	Between Groups	13.100	4	3.275	3.783	.005
	Within Groups	175.744	203	.866		
	Total	188.843	207			

Source: Primary data

As can be seen in Table 5, a one-way between groups analysis of variance was conducted to explore the effect of educational qualifications on academic staff turnover intentions at three universities, namely UKZN, AAU and HU. The variable was grouped into five categories: Bachelor's degree, Master's degree, Doctorate, Post-doctoral degree and others for the three universities against the dependent variable (intention to either remain at, or depart from, the university), which was measured using six Likert Scale items. When compared across the three universities, it was proved that only two universities (AAU and HU) were found to be statistically significant at the $p < .05$ level in the turnover intentions or intentions to remain for the five categories: $F(4,258) = 2.471$, $P = .045$ and $F(4,203) = 3.783$, $p = .005$ respectively. A post hoc comparison using the Tukey HSD test indicated that the mean score for the Doctorate group ($M = 3.6105$, $SD = .98915$) was significantly different from the Bachelor's group ($M = 3.1212$, $SD = 1.07297$), the Masters group ($M = 3.2869$, $SD = 1.00063$) and others ($M = 2.6944$, $SD = .97420$) at AAU. Using the same test, it was seen that the mean score for the Bachelors group ($M = 3.0992$, $SD = .92251$) and Doctorates ($M = 3.1086$, $SD = .98791$) was significantly different from Master's degree holders ($M = 2.6253$, $SD = .91715$) at HU. Qualification is not a significant predictor of intention to either remain at, or depart from, UKZN (see Table 5). Hence, H8a was accepted whereas H8b and H8c were rejected.

Table 6: ANOVA result showing the effect of differences in academic rank on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	5.171	5	1.034	1.284	.275
	Within Groups	95.029	118	.805		
	Total	100.200	123			
AAU	Between Groups	5.588	5	1.118	1.126	.347
	Within Groups	255.142	257	.993		
	Total	260.730	262			
HU	Between Groups	13.132	4	3.283	3.793	.005
	Within Groups	175.711	203	.866		
	Total	188.843	207			

Source: Primary data

Table 7: ANOVA result showing the effect of differences of employment status on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Squares	df	Mean Square		
UKZN	Between Groups	1.836	2	.918	113	.32
	Within Groups	96.530	117	.825		
	Total	98.367	119			
AAU	Between Groups	7.296	2	3.648	716	.026
	Within Groups	253.284	258	.982		
	Total	260.580	260			
HU	Between Groups	1.905	2	.953	058	.49
	Within Groups	183.652	204	.900		
	Total	185.557	206			

Source: Primary data

As can be seen in Table 6, a one-way between groups analysis of variance was conducted to explore the effect of educational qualifications on academic staff turnover intentions at three universities, namely UKZN, AAU and HU. The variable was grouped into six categories: Full Professor, Associate Professor, Senior Lecturer/Assistant Professor, Lecturer, Junior/Developmental/Assistant Lecturer and others and was tested against the dependent variable (either remain at, or depart from, the university), which was measured using six Likert Scale items. When compared across the three universities it was proved that academic rank is a significant predictor of academic staff turnover intentions only for HU at the $p < .05$ level for the five categories: $F(4,203) = 3.793$, $p = .005$. A post-hoc comparison using the Tukey HSD test indicated that the mean score for associate professors ($M = 3.4792$, $SD = .60515$) was significantly different from senior lecturer/assistant professor ($M = 2.6701$, $SD = .97955$) and lecturer ($M = 2.6696$, $SD = .93892$). Academic rank was not a significant predictor of turnover intentions at the other two universities (see Table 6). Hence, H8a and H8b were accepted whereas H8c was rejected.

As can be seen in Table 7, a one-way between groups analysis of variance was conducted to explore the effect of employment status on academic staff's intention to either remain at, or depart from, the three universities, namely UKZN, AAU and HU. The variable was grouped into three categories: Temporary, Permanent and Difficult to Define against the dependent variable (intention to either remain at, or depart from, the university) and was measured using six Likert Scale items. When compared across the three universities it was proved that academic rank is a significant predictor of academic staff turnover intentions only for AAU at

the $p < .05$ level for the three categories: $F(2,258) = 3.716$, $p = .026$. The effect size was small (partial $\eta^2 = .028$), indicating that employment status explains 2.8% of the variance in the academic staff's intention to remain or depart. A post-hoc comparison using the Tukey HSD test indicated that the mean score of those 'difficult to define' their employment status ($M = 3.7639$, $SD = .47915$) was significantly different from those whose employment status is temporary ($M = 2.6667$, $SD = .92195$).

The intention to remain or depart for those employees whose employment status is 'difficult to define' is significantly greater than those academic staff members whose employment status is temporary. In the other two universities employment status is not a significant predictor of turnover intentions (see Table 7). Hence, H8a and H8c were accepted whereas H8b was rejected. As can be seen in table 8, a one-way between groups analysis of variance was conducted to explore the effect of marital status on academic staff's intention to either remain at, or depart from, three universities, namely UKZN, AAU and HU. The variable was grouped into four categories: Single, Married, Widowed and Divorced against the dependent variable (intentions to either remain at, or depart from, the university), which was measured using six Likert Scale items. When compared across the three universities at $p < .05$, it was proved that marital status is a significant predictor of academic staff members' intentions to depart or remain only for HU for the four categories: $F(3,204) = 2.663$, $p = .049$.

The effect size was close to medium (partial $\eta^2 = .038$), indicating that marital status explains 3.8% ($R^2 = .038$) of the variance in the academic staff's intentions to remain at HU. Although it was not possible to undertake a post-hoc test for comparing the means scores using the Tukey HSD test due to the fact that two of the groups, namely divorced and widowed, each had fewer than two cases making it difficult to determine the standard deviation (SD), which is an important input for undertaking the post-hoc test. Despite looking at the mean scores of both married ($M = 2.9542$, $SD = .96342$) and single ($M = 2.6250$, $SD = .92084$) groups, it is apparent that the intention to remain at the university was significantly greater for married academic staff than for those staff members who are single. At the other two universities marital status was not found to be a significant predictor of turnover intentions (see Table 8). Hence, H8a and H8b were accepted whereas H8c was rejected.

Table 8: ANOVA result showing the effect of differences in marital status on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	Df	Mean Square	F	Sig.
UKZN	Between Groups	1.689	3	.563	.686	.562
	Within Groups	98.511	120	.821		
	Total	100.200	123			
AAU	Between Groups	5.835	2	2.917	2.968	.053
	Within Groups	254.615	259	.983		
	Total	260.449	261			
HU	Between Groups	7.117	3	2.372	2.663	.049
	Within Groups	181.726	204	.891		
	Total	188.843	207			

Source: Primary data

Table 9: ANOVA result showing the effect of differences in income level on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	4.443	5	.889	1.051	.392
	Within Groups	93.026	110	.846		
	Total	97.468	115			
AAU	Between Groups	4.993	5	.999	1.001	.418
	Within Groups	255.456	256	.998		
	Total	260.449	261			
HU	Between Groups	1.529	2	.764	.836	.435
	Within Groups	187.315	205	.914		
	Total	188.843	207			

Source: Primary data

Table 10: ANOVA result showing the effect of differences of areas of specialisation on academic staff intentions to stay or leave at the UKZN, AAU and HU

Universities		Sum of Squares	df	Mean Square	F	Sig.
UKZN	Between Groups	2.503	4	.626	.762	.552
	Within Groups	97.697	119	.821		
	Total	100.200	123			
AAU	Between Groups	5.009	4	1.252	1.263	.285
	Within Groups	255.721	258	.991		
	Total	260.730	262			
HU	Between Groups	16.750	4	4.187	4.940	.001
	Within Groups	172.093	203	.848		
	Total	188.843	207			

Source: Primary data

As can be seen in Table 9, a one-way between groups analysis of variance was conducted to explore the effect of income level on academic staff's intention to either depart from, or remain at, three universities namely UKZN, AAU and HU. The variable was grouped into five categories: up to R6745, R 6746-R13,490, R13,941-R20,230, R20,231-R26,980, R26,981-R33,730 and above R33,730 against the dependent variable (intentions to either depart from, or remain at, the university). When compared across the three universities at $p < .05$, it was found that income level was not significant predictor of academic staffs' turnover intentions (See Table 9). Hence, H8a, H8b and H8c were accepted. As can be seen in Table 10a one-way between groups analysis of variance was conducted to explore the effect of area of specialisation on academic staff's intention to either depart from, or remain at, three universities namely UKZN, AAU and HU. The variable was grouped into five categories: Sciences, Technology and Engineering, Business and Economics, Health and Medical Sciences, Social Sciences and Humanities and Other against the dependent variable (intentions to either depart from, or remain at, the university), and was measured using six Likert Scale items.

When compared across the three universities at $p < .05$ it was proved that area of specialisation is a significant predictor of academic staff turnover intentions only for HU for the five categories: $F(4,203) = 4.940$, $p = .001$. The effect size was medium (partial $\eta^2 = .089$) indicating that area of specialisation explains 8.9% ($R^2 = .089$) of the variance in the academic staff members' intentions to either remain at, or depart from, HU. A post-hoc comparison using the Tukey HSD test indicated that the mean score of Sciences, Technology and Engineering ($M = 3.1350$, $SD = .95968$) was statistically significantly different from staff members in the Business and

Economics ($M=2.4063$, $SD=.93989$) and Health and Medical Sciences ($M=2.5111$, $SD=1.09766$). The intention to remain or depart for Sciences, Technology and Engineering faculty members is significantly greater than those of Business and Economics and Health and Medical Sciences. Area of specialisation was not found to be a significant predictor of turnover intentions at either UKZN or AAU (see Table 10). Hence, H8a and H8b were accepted whereas H8c was rejected.

Discussion: The study examined the effect of demographic variables such as gender, age, educational status, academic rank, employment status, family/marital status, nationality, income and areas of specialisation on the academic staff's intention to either depart from, or remain at, three public universities (two in Ethiopia and one in South Africa). The study revealed that the intention to remain differs significantly across the institutions, $F(2,593) = 22.638$, $p < 0.0005$. Employees at AAU and UKZN indicate more agreement than those at HU that they intend to remain in their jobs. The extent of influence of demographic variables on the academic staff's intention to depart varies across the three universities. None of the demographic variables were proved to predict academic staff members' turnover intentions at UKZN whereas a limited number of variables (age, educational attainment and employment status), significantly predicted turnover intentions of academic staff at AAU. A relatively large number of demographic variables including age, educational attainment, academic rank, marital status and field of specialisation have significantly and statistically predicted the academic staff's intention to either depart from, or remain at, HU (see Tables 3-10).

The following part excludes those demographic variables such as gender, nationality and income from the discussions and primarily focuses on those demographic variables such as age, educational level, academic rank, employment status, marital status and areas of specialisation that were found to statistically and significantly predict academic staff's intention to either depart from, or remain at, the three universities. Age significantly predicted turnover intentions at two universities, AAU and HU. The results showed that the tendency to want to depart in the academic staff group older than 60 years of age differs significantly from academics younger than 50 years of age. This study is consistent with previous studies in that older people tend to remain in their workplace while younger people are more inclined to move (Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Karatepe et al., 2006; Lambert et al., 2001). A few reasons for older people preferring to remain in their current workplace are: familiarity with the job and their work environment and older people usually have lower expectations compared to younger people regarding their prospects (Wang, 2017:22). Other researchers have attributed this phenomenon to intergenerational differences between generation Y and generation X (Latkovikj et al., 2016; Wang, 2017). Generation Y employees generally have higher turnover rates than generation X employees in the workplace (Blomme, van Rheede & Tromp, 2010). They have a lower level of organisational loyalty and commitment, a weak psychological contract with the organisation and are apparently self-centred and demanding by nature (Blomme et al., 2010; Maxwell et al., 2010).

Members of Generation Y have higher expectations of pay raises, promotion and flexibility compared to older generations and they are ready to depart from their current job when they decide the change is more beneficial to them (Blomme et al., 2010; Gursoy et al., 2008; Wang, 2017). Apart from intergenerational differences, the reason for the tendency of younger academic staff to depart from their institutions at the two universities in Ethiopia is attributed to economic forces. In the past, academics at Ethiopian universities were highly privileged in that they had access to resources such as loans to buy property, cars and houses, which is largely impossible for today's academics due to the unprecedented expansion of the higher education sector in the country. As a result, older people are relatively economically established in the sense that most of them have got basic facilities such as housing, cars and other basic necessities that younger academics are mostly lacking in the current Ethiopian higher education sector.

Turnover intentions were found to differ based on educational status at the two Ethiopian universities (AAU and HU). This finding revealed that academic staff with higher education levels prefer to remain in their positions at the two Ethiopian universities. This result is inconsistent with previous studies (Carbery et al., 2003; Chen et al., 2010; Emiroğlu et al., 2015; Iqbal, 2010; Karatepe et al., 2006; Lambert, 2006), which concluded that employees with a relatively lower level of education have a lower level of turnover intention. They argued that people with higher levels of education have higher and more expectations, desire to obtain

more job opportunities and have a broader view compared to uneducated people (Emiroğlu et al., 2015; Lambert, 2006). Empirical evidence has shown that academic staff with lower educational levels are more vulnerable to academic brain drain or turnover intentions at AAU.

The evidence from HU revealed that academic staff members with Master's degrees are more vulnerable to academic brain drain compared to those with Bachelor's and Doctoral degrees, putting the long-term sustainability of the university in jeopardy. This phenomenon, if not curbed, will drain the cadre of academics who are expected to succeed in the academic structure in the future. Educational qualification is not a significant predictor of the intention to either depart from, or remain at, UKZN. Academic staff's intention to depart was found to differ when looking at academic rank in HU compared to UKZN and AAU. This finding is consistent with the age and educational status variables that are largely related to academic rank. Despite the paucity of empirical evidence with regard to the higher education sector, one of the studies conducted in the context of AAU revealed that lecturers make up the larger portion of departures (Mitiku, 2010).

The current finding is consistent with this result in that associate professors significantly differ from assistant professors and lecturers at HU in their intention to either depart from, or remain at, their university. Associate professors are more likely to remain compared to assistant professors and lecturers. Familiarity with the job, strong social, research and career networks and relatively stable financial standing could be reasons that influence the senior academics' decisions to NOT depart from their current institution. Academic staff's turnover intentions differed based on employment status at AAU as opposed to the other two universities (UKZN and HU). The intention to either depart from, or remain at, the institution for those employees whose employment status is 'difficult to define', is significantly greater than those academic staff members whose employment status is temporary. Employment status is not a significant predictor of intention to either depart from, or remain at, AAU. When examining the frequency, about 91.20% of the academics at AAU have the next highest mean value of intentions to depart ($M=3.3749$, $SD= 1.01103$). This implies that permanent academic staff have a higher tendency to remain. This could be because their employment situation offers them better job security. Academic staff members' turnover intentions differed based on marital status at HU when compared to UKZN and AAU.

Previous studies indicated that marital status significantly predicts employees' intentions to depart (Carbery et al., 2003; Cho & Lewis, 2012; Cotton & Tuttle, 1986; Emiroğlu et al., 2015; Wang, 2017). They argued that single people are more vulnerable to staff turnover than married people are. A change of job is less disruptive for singles than married people who have more family responsibilities such as children, which influences them to remain in the organisation (Cho & Lewis, 2012). This finding is consistent with earlier studies showing that marital status is a significant predictor of academic staff's turnover intentions only at HU. Thus, married academic staff members have a lower tendency to depart from the institution. Academic staff members' intentions to either depart from, or remain at their university differs significantly based on their areas of specialisation. Previous studies indicated that turnover intentions vary depending on the fields of expertise/disciplines/specialisations (Mitiku, 2010; Tettey, 2006). According to Tettey (2006), health sciences, engineering, business, economics and computer/information science are areas that are vulnerable to brain drain or turnover. Another study conducted in the context of AAU in Ethiopia revealed that out of 226 academics who left AAU between 2005 and 2008, the majority (27%) of them were from the faculty of education and social science followed by the medical faculty (19%), technology (18.6%), science (16.4%), college of business and economics (14.16%), law 3.1% and veterinary medicine and the music school, both accounting for 0.9% (Mitiku, 2010).

Evidence showed that area of specialisation is a significant predictor of academic staff's intention to either depart from, or remain at, HU only. Faculty members in the discipline of the sciences, technology and engineering are more vulnerable to academic turnover than other disciplines. This finding is consistent with the findings of previous researchers in that employees with scarce skills are vulnerable to brain drain as they have ample employment opportunities elsewhere. This implies that HU needs to devise special policies on how to attract and retain faculty members in the fields of science and technology vis-à-vis the existing higher education policy of 70:30, which forces the universities to enrol 70% of the student population in the fields of science, engineering and technology.

Recommendations: In order attract and retain academics of diversified backgrounds with the right mix of qualifications for the achievement of institutional goals, it is imperative to develop appropriate human resource management policies and strategies. It is therefore recommended that higher education leaders, human resources managers, operational managers and other stakeholders should have an understanding of diversity in the workplace and its paramount importance for designing sound retention policies and strategies that overcome the tendency of the leaders' behaviour in terms of the "one-size-fits-all" retention strategies in the 21st century workplace where employees have divergent needs and aspirations. Failure to address such diversified demands in the workplace could lead to conflict in the workplace, misunderstanding and miscommunication, lower employee productivity, poor employee well-being and reduced organisational citizenship behaviour. Concisely, a number of demographic factors were found to be predictors of academic staff members' turnover intentions at two Ethiopian universities. This study recommends that HU establishes a sound human resource management policy that addresses these demographic factors (age, marital status, educational level, rank and area of specialisation), in order to effectively retain the right mix of human capital at the institution.

The intention of young academics to depart from HU will have serious repercussions on the long-term sustainability and competitiveness of the university. As suggested, a mechanism to retain young academics would be to establish a sound system in which senior academics would be provided with the necessary resources, including time, to mentor the junior members by involving them in research activities at various levels. In order to undertake this job effectively, the university would be required to create an enabling environment for the senior academics to devote their time to writing research proposals to compete for funds both locally and internationally as part of a staff retention programme. This may require the university to relieve them of their undergraduate and graduate teaching load, allowing them to devote more time to research activities. Above all the young academics need to be made aware of the significance of aspiring to higher-level academic positions and being driven to pursue academic careers and to remain where they are currently employed. With respect to marital status, the university needs to improve the working environment, not only for the academics but also for their family members. The institution could consider schooling, recreation centres and other opportunities for the children of their staff members. HU also needs to devise an adaptive HR policy to address the unique challenges it is facing with regard to retention of scarce skills in the science, engineering and technology faculties in order to achieve the outcomes of the national policy of producing more graduates in those fields.

5. Conclusion

The study concludes that selected demographic factors such as age, tenure, educational status, academic rank, employment status, marital status, average income and areas of specialisation partially and significantly influenced intentions to remain at the two Ethiopian universities. However, at AAU only three demographic variables, namely age, educational attainment and employment status significantly predicted the turnover intentions of academic staff. A relatively large number of demographic variables including age, educational attainment, academic rank, marital status and field of specialisation significantly and statistically predicted the academic staff's intentions to either depart from, or remain at, HU. Contrary to the first two universities under consideration, the findings from UKZN showed that none of the demographic variables statistically and significantly predicted intentions to remain. More specifically, the findings have shown that age significantly predicted turnover intentions at two Ethiopian universities, AAU and HU as opposed to their South African counterparts. In addition, the finding at the two Ethiopian universities consistently proved that older people are more likely to remain in their workplace compared to younger people owing to reasons such as familiarity with the job and work environment, lower expectations compared to young people and intergenerational differences in their commitment to their institutions. In a similar manner, turnover intentions differ based on educational status at these two universities (AAU and HU). Academic rank was found to be significant only at HU. Employment status predicted intention to depart only at AAU. Marital status and areas of specialisation were found to be significant predictors of turnover intentions at HU but not at AAU and UKZN.

Limitations of the Study and Future Research Directions: Firstly, this study is limited in that it employed cross-sectional data at three universities and used “turnover intentions” instead of “actual turnover” to examine the effect of certain demographic factors in the context of three public universities (one in South Africa and the other two in Ethiopia), in broader terms. It would have been better to focus on specific socio-demographic factors in depth and examine how that influences the academic staff’s intention to either remain at, or depart from, their university. Secondly, it would have been much more representative if the study covered the wider population of higher learning institutions in both countries. It is suggested that further studies be undertaken using one specific demographic factor such as gender or age to see how that influences the academic staff’s intention to either remain at, or depart from, their institution in the broader contexts of the higher learning institutions in the specific countries in the future.

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