

**IMPACT OF IMPLEMENTATION PRACTICES OF THE RETIREMENT
POLICY 2004 AND ACADEMIC STAFF ATTRITION IN SELECTED
TERTIARY INSTITUTIONS IN ADAMAWA STATE, NIGERIA**

BY

**IBRAHIM UMARU JONGUR
Ph.D./EM/2508/301/DF**

**A Dissertation Submitted to the School of Post Graduate Studies and Research
of the Kampala International University**

**In fulfilment of the requirements for the award of Degree of Doctorate in
Educational Management and Planning**

DECEMBER, 2018

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**A Dissertation Submitted in fulfilment of the requirements for the award of
Degree of Doctor of Philosophy in Educational Management and Planning to
the Kampala International University.**

DECEMBER, 2018

DECLARATION (A)

I **IBRAHIM UMARU JONGUR** declare that the work described in this thesis is my original work and has not been previously submitted in part or in full to any university or similar institution for any degree or certificate award.

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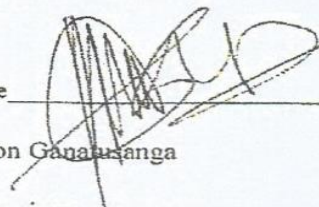
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DECLARATION (B)

We confirm that this thesis entitled "the influence of retirement policy on academic staff attrition in tertiary institutions of Adamawa state, Nigeria" was carried out by the candidate (IBRAHIM UMARU JONGUR PhD/EM/2508/301/DF) under our supervision.

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12.04.2018

Prof. Luckson M. Kaino

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DEDICATION

This work is affectionately dedicated to God; my able guardian Alhaji Umaru Jongur Michika, my wife Hajiya Sa'adatu A. Yakubu Boka and my children, Samira, Mohammed, Aishatu, Umaru, and Amina.

APPROVAL SHEET

This dissertation entitled “Impact of Implementation Practices of the Retirement Policy 2004 and Academic Staff Attrition in Selected Tertiary Institutions in Adamawa State, Nigeria” was prepared and submitted by IBRAHIM UMARU JONGUR with registration number Ph.D./EM/2508/301/DF in partial fulfillment of the requirement for the award of degree of masters in Business Administration, finance and accounting has been examined and approved by the panel on oral examination.

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LIST OF ABBREVIATIONS

ABU	-	Ahmadu Bello University
ASPY	-	Adamawa State Polytechnic Yola
AUN	-	American University of Nigeria
BERA	-	British Education Research Association
CPI	-	Consumer Price Index
CPS	-	Contributory Pension Scheme
DB	-	Defined Benefit
DC	-	Defined Contribution
DBS	-	Defined Benefit Scheme
FCEY	-	Federal College of Education Yola
FEN	-	Federal Government of Nigeria
ILO	-	International Labour Organization
IMO	-	International Migrant Organization
INEC	-	Independent National Electoral Commission
NTI	-	National Teachers Institute
LCPT	-	Life Course Perspective Theory
MAUTECH	-	Modibbo Adama University of Technology
NPC	-	National Pension Commission
NPF	-	National Provident Fund
NSITF	-	National Social Insurance Trust Fund
PAYG	-	Pay As You Go
PENCOM	-	Pension Commission
PFA	-	Pension Fund Administration
PFC	-	Pension Fund Custodian
PIN	-	Personal Identity Number
PRA	-	Pension Return Act
RSA	-	Retirement Saving Accounts
STR	-	Student Teacher Ratio
VCV	-	Validity coefficient value

ABSTRACT

The aim of the study was to investigate the perceptions of academic staff on the impacts of the objectives of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa State, Nigeria. The specific objectives of this Study were to determine the impact of the amount and process of retirement benefit; Lack of uniform rules and enhancement of individual savings on academic staff attrition in tertiary institutions, to assess the effect of growth of pension liabilities on academic staff attrition in tertiary institutions and to determine the relationship between retirement policy 2004 and academic staff attrition in tertiary institutions in Adamawa state, Nigeria.

The study used the descriptive survey design with mixed method (Triangulation) research approach underpinned by pragmatism philosophy. The population consisted of all academic staff from three selected tertiary institutions, their pension managers, and heads of the institutions. Both probability and non-probability sampling methods of purposive and simple random sampling were used for collecting the relevant data for this study. The study was guided by a three component model conceptual framework comprising of retirement policy 2004 factors (objectives) as the independent variables, academic staff attrition as the dependent variable and mediating variable comprising of internal and external factors.

The finding indicated that there was a significant relationship between retirement policy 2004 and academic staff attrition in tertiary institutions in Adamawa state, Nigeria. The study concluded that the retirement policy 2004 has failed to yield the desired results and it is contributing to the massive academic staff attrition and retirement from the tertiary institutions in the state.

The study recommended for the increase in the amount of retirement benefits through increase in contribution by increasing academic staff pay package, and the process of payment should be simplified through removing unnecessary bottle necks and the establishment of PENCOR offices in all the 36 states; the federal government should establish a unified rules, regulations and standards across board and ensure that PENCOR is solely responsible for the administration of the retirement policy; federal government to as a matter of urgency ensures the increase and implementation of the take-home salary package which will enable the academic staff to save more for their retirement. Finally, the study recommended for a three component model of public, private and trade union partnership for effective and efficient management of retirement policy to minimise academic staff attrition.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter discusses the background to the study, presents the statement of the problem, the purpose of the study, research question, research hypotheses, the scope of the study, the significance of the study and operational definition of key terms.

1.1 Background to the Study

The challenges of retirement policies and benefits in terms of amount and process globally and in Nigeria in particular, can be explained using Polanyi's view that, the attempt by welfare states to shelter individuals from market and life risks and the entire society has been the bane of financial crisis in retirement benefit provisions (Schwartz, 2012). Likewise, Dagauda & Adeyinka (2013), asserts that the problem of retirement benefits payments in term of the amount (adequacy) and the process has been a global phenomenon. This is because even in the most advanced countries of the world, like USA and UK, pension administration and issues related to the treatment of the aged and the infirm pose very deep and disturbing concern. Dagauda,et; al (2013) added that as a result of this global problem of pension payment, the World Bank took a bold step in February 2003 by organizing a regional course on pensions and pension reforms in Sub-Saharan Africa in order to address this phenomenon.

It is also well documented in literature that retirement policy whether Pay-As-You-Go (PAYG) which is Defined Benefit (DB), Funded Defined Benefit (FDB) or Defined Contribution (DC) privately funded all face the challenges of amount and process of benefits payment due to growing ageing population, sustainability issues, adequacy of benefits, harsh economic environment, growth in pension liabilities, poor saving culture and lack of uniform rules and regulations in addition to problems of funding (Gunu & Tsado, 2012; Fapohunda, 2013; Anazodo, Ezenwile, Chidolue, & Umetiti, 2014). However, the aim of retirement policies according to Beedie (2015) is to provide adequate, affordable, sustainable, and robust benefits that are sufficient to meet basic needs of the individual. While, Dodd & Boyd (2005), sees retirement policy as the guidelines, rules, regulations, laws, principles, and directives that guide our capacity to prove individuals and society with income to enable them

to maintain consumption at old age or in retirement. Likewise, Banners (2003), asserts that a retirement policy is a financial arrangement designed to replace employment income upon retirement set up by the employers, government, insurance firms or trade unions.

Likewise, Schwarz (2006), argued that the primary purpose of retirement policy is the provision of adequate, affordable, sustainable and robust retirement income. Therefore, for our purpose, retirement policy is a document that spells out retirement benefit packages that include pensions, annuity/lump sum, or gratuity, social security, disability and death packages provided to retirees, incapacitated individuals or to relatives of dead employees in agreement (Beedie, 2015).

Similarly, Ettema (2011), in attempting to proving a link between retirement policy and academic staff attrition averred that there is documented evidence showing the tendency of employees covered by good retirement package particularly pensions to be less likely to leave their jobs 10 – 15 times over a given period than those without retirement benefits. Furthermore, findings by Ettema (2011), on employees' response to retirement incentives revealed that strong incentives provided by the employer have significant effects on employee retention and attrition behaviour even more than that of social security. Therefore, to understand how retirement policies are likely to impact academic staff attrition, there is need to have good theories that explain how and why these policies are made, by who and how their effectiveness differs according to retirement policy objectives, how they affect academic staff attrition intentions and the lives of retirees. The work of Schwarz (2006), can be trusted in examining the impacts of retirement policy factors on academic staff attrition because, the relative significance of these impacts will vary across institutions and individual academic staff depending on whether it is high, moderate or low. Could this explain the current attrition behaviours among academic staff in tertiary institutions?

Globally, according to Okechukwu & Ugwu (2011), less than 15% of the world's 6 billion retirees had access to a formal system of retirement income support at the turn of the 21st century and majority of this population live and work in developing societies. For instance, in United States of America (USA) and Japan, projected retirees population without formal retirement income as a percentage of total

population is expected to reach 22.3% and 29.6% respectively by 2030 creating the need for retirement policy reversal as reported by Maikudi (2006). To affirm this, Mekonnen (2015), asserts that a report published by the International Labour Organization (ILO) in 2014 estimated that only 27% of the world's population has access to comprehensive social security and argued that retirement policy has three main objectives: Protection against poverty in old age; Provision of adequate retirement income; and Protection of this income against the subsequent erosion of real living standards as the result of inflation which has proved difficult to attain world-wide.

In a similar response, Herbert & Ramsey (2004) reveal that there are numerous reports of high teacher attrition in developed countries such as the USA in search of better pay and retirement benefits. In Britain, academic staff attrition is reported as highly rising. According to a Central Bureau of Investigation survey (2009), the average labour attrition in the United Kingdom (UK) is 15.7% which is not only high but worrisome. This situation is also worsening in Sweden and other Latin American countries (Santiago & Mackenzie, 2005). In addition, a study of employees in Australian organizations, established that younger employees focused on social security packages, training and development, career advancement, challenging work, growth opportunities and recognition (Ng'ethe, 2013). For older employees; retirement plans, autonomy, opportunities to mentor and job challenges were of great importance. The focus of retirement and social security policy has been to address these demands contrary to what is happening in developing countries whose demands are for offsetting pension liabilities and generation funds for economic development activities.

In Asia, Rajan (2002), examined social pension programmes in India, Bangladesh, and Sri Lanka and indicated that all the 29 Indian states have programmes in place to assist impoverished older persons. Specifically, most of the states have special pension schemes for agricultural labourers. But the retirement programs have not been effective in providing financial security for the elderly population. He also reported that although the government of India launched a voluntary pension scheme for informal sector workers in 2001. Workers were deterred by the high transactions costs and consequently, did not embrace the programme. This implies that the

retirement policy in India suffers from low coverage, in addition, low benefits and the poor process of payment.

Correspondingly, in the Middle East, a study of 139 academics from Jordanian University by Al-Omari, Qablan & Khasawneh (2008) established that retirement benefits, job satisfaction, and organizational commitment had a significant negative effect on academic staff intention to stay. This suggests that none or delay in payment of retirement benefits can cause academic staff to leave or retire. This is because the sufferings which retirees are subjected to by different countries of the World especially in the Asian pacific is worrisome; suggesting that current employees should be more concerned about their old age financial stability and they can only achieve that through good retirement package.

In Sub Saharan Africa, conclusions that are drawn by the analysis of case studies conducted by Regan (2013), indicates that with very few exceptions (Mauritius, Botswana, and to a certain extent South Africa), retirement policies were not successful in fulfilling their main mission broad-based coverage of the population and adequacy of pensions. Similarly, Amit (2017) argued that meeting the increasing old age income demands of the growing old age population in Africa and the need to adequately finance the pension systems costs will require collective innovations and strategies across both public and private sectors which are lacking.

In Nigeria, the origin of retirement policy is said to be debatable (Sule & Ezugwu, 2009). While, Ogobuchi, Chukwuemeka & Uche (2011) argued that the origin of retirement policy in Nigeria dates back to the Public Notice No 4, 1946, issued by the Colonial Government in Nigeria, through the Chief Secretary to the Government (in a circular No 19/1945 of 24th march, 1945) announced a superannuating (pension) scheme for African staff employed by Government. However, the history of retirement policy in Nigeria could be traced to the prolonged battle between the worker's unions and employers of labour affirming that the victory of employees over employers marked the privilege of receiving gratuity and pensions in Nigeria as retirement benefits (Ojonugwa, Isaiah & Longinus, 2013). This battle necessitated the enactment of Nigeria's first retirement policy in 1951 entitled, pension ordinance which had retroactive effect from 1st January 1946 to cater for the colonial employees. This was followed by 1954 first private sector retirement policy called

Pension Scheme for Nigerian Breweries. In 1961, the National Provident Fund (NPF) was established for the non-pensionable private sector. This was followed in 1979 with the enactment of the Basic Pension Decree 102 which established the civil service pension scheme (Price Water Coopers, 2016).

Subsequently in 1987, the police and other government agencies like the customs and exercise pension scheme was established under pension Act No. 75 of 1987. The local government staff pension board was also established in 1987 to cater for the retirement needs of local government employees (Sule & Ezugwu, 2009). The inadequacies and poor performance of the previous schemes, particularly, the NPF led to the establishment of the National Social Insurance Trust Fund (NSITF) by Decree No. 73 of 1993 to address pension and retirement issues in the private sector (Ojonugwa et al, 2013; Akenbor, 2013, Amaike, 2014; Ndimele, 2016). The NSITF replaced the NPF scheme before 1st January 1994 and made provision for loss of income in old age, invalidity or death (Fapohunda, 2013).

Prior to the new retirement policy (PRA, 2004), Nigeria operated a Pay As You Go system which is a defined Benefit, non-contributory Scheme was burdened with a lot of problems (Uma & Ogwuru, 2015). While, the non-performance of the defined benefit system of retirement benefits (pension and gratuity) was attributed to underfunding; unsustainable outstanding pension liabilities; weak and inefficient pension administration; demographic shifts and aging of the work force (Ahmad, 2008; Dagauda & Adeyinka, 2013); non-courage of workers in the private sector by any form of compulsory retirement benefit arrangement; and poor regulation of the 1993 retirement policy which has made it difficult for the retirees to get their benefits as and when due (Odia & Okoye, 2012). It is against these problems that, the Federal Government of Nigeria passed into law the new Pension Reform Act, 2004 which repealed the Pensions Act, 1990 and 1993 and established the uniform contributory pension scheme for both the public and private sectors of the Nigerian economy.

The retirement policy (Pension Reform Act 2004); Section 1: Subsection (I) states that;

There shall be established for any employment in the Federal Republic of Nigeria, a Contributory Pension Scheme for payment of retirement benefits of employees to whom the Scheme applies under this Act. And that, subject to

section 8 of this Act, the scheme shall apply to all employees in the Public Service of the Federation, Federal Capital Territory, and the Private Sector (P. 2).

The objectives of the retirement policy “Pension Reform Act 2004”(FRN, 2004), according to Section 2, part 1 shall be:

(a) to ensure that every person who worked in either the public service of the Federation, Federal Capital Territory or private sector receives retirement benefits as and when due; (b) to assist improvident individuals by ensuring that they save in order to cater for their livelihood during old age; (c) to establish a uniform set of rules, regulation, and standards for the administration, management, and payments of retirement benefits; for the public service of the Federation, Federal Capital Territory, and the private sector; and (d) to stem the growth of pension liabilities in Nigeria.

However, after about 10 years of implementation of retirement policy 2004 and despite the fact that, the PRA 2004 is contributory, fully funded, and based on individual accounts, the effective implementation of the retirement policy is still far from alleviating the suffering of retirees due to non-payment of benefits in time, the low benefits as compared to the old system, issues of corruption, segregation in benefits between ministries, departments and among male and females (Khan, 2014; Agboola & Adeyemo, 2017).

More importantly, Kojusola (2015), argued pensioners across the country still witness irregularities and nonpayment of their pension as and when due. Recently, the pensioners in Ogun State protested over nonpayment of about 10 months pension and this has brought untold hardships to the pensioners. More worrisome he argued, is the fact that contributing pensioners received only 20% to 25% of their last pay as a monthly pension, while a pensioner in the old pension scheme received 80% of his last pay as monthly pension. Furthermore, many pensioners and would-be-retirees are not well informed about the operations of the new pension scheme. This low level of awareness has triggered off anxiety and uncertainty about their retirement years (Omoni, 2013).

Similarly, some authors (Anyim, Olusanya & Okeke, 2014; Anazodo, Ezenwile, Chidolue & Umetiti, 2014; Akkenbor (2013), have also lamented that the retirement policy has not achieved most of its objectives particularly that of payment of benefits as when due, stemming the growth of pension liabilities, enhancement of individual savings and lack of uniform rules. This was attributed to the inadequate and untimely release of funds by government, poor record keeping, mismanagement, endemic corruption and practices, infliction of pains and misery on retirees, weak, inefficient administration, and unsustainable outstanding pension liabilities of about ₦ 2 Trillion. These problems were further confirmed by Okechukwu (2011), who conducted a study on the administration of retirement policy in Nigerian public sector, implementation problems: The case of University of Nigeria Nsukka. The finding showed that the administration of retirement policy 2004 at the University of Nigeria, Nsukka is not effective or efficient and therefore cannot be trusted to provide adequate and sustainable income at retirement.

Furthermore, Ogunbameru & Bamiwuye, (2004) as cited in Ameh, Ajie, & Duhu (2017), asserts that the fears of facing the future after retirement create an ambiance of disturbance among employees making retirement to be seen by academic staff as a transition that could lead to psychological, physiological and economic problems. This provoking thoughts of facing uncertain future after retirement by workers they argued is responsible for most bureaucratic corruption and could also be responsible for not only low commitment to work by employees and service ineffectiveness of tertiary institutions but also academic staff attrition in Nigeria. This has negative consequences for the effective educational management because of its effect on academic staff commitment and loyalty.

In the same line, Dagauda & Adeyinka (2013) further argued that the difficulties connected with retirement benefits payment (pension and gratuity) for deserving Nigerian retirees have been with Nigeria for quite some time. It is also true to state that the problems that exist now have not been there before. There was a time when pensioners on retirement or disengagement were sure of instant payment of their entitlements, particularly in the 1970s and 1980s. This scenario has changed now because of government irresponsibility, non-payment of retirement benefits, poor sanctions of defaulters, corruption, late release of pension funds and outright

diversion of pensioners' funds by government officials due to ineffective rules and regulations guiding its administration.

Other burning issues surrounding retirement management in Nigeria are the payment of the accrued rights, variant and rules and regulations for retirement policy implementation, poor saving culture among employees, continued growth of pension liabilities, issues of delayed payment and administration and poor funding (Manala, 2015, Iyida, 2015 and Ojonugwa, 2013). Similarly, Ndimele (2016), and Farayibi (2016), observed that more than a decade after the establishment of the new 2004 Pension Reform Act and with more than 2 years of its review in 2014, there is still a high level of doubt among Nigerians as to whether the reform policy will be able to ensure prompt payment of benefits and to address the continued unsustainable outstanding pension liabilities thereby provide adequate resources to employees after retirement from service.

Linking retirement policy and employee attrition, Armstrong (2009), was of the view that employee attrition process sometimes starts after a person is employed in an organization and ends when he quits or retires. The process, in a sense, spreads over the entire period of employment that may be a span of about 40 years. But in the modern day business and employment relations, attrition is often not a gradual process. Corroborating, Kimmons, (2014), asserts that attrition is often abrupt, quick, sudden, and sometimes dramatic especially in tight labour market conditions where employers compete with one another to employ people considered to be suitable to the jobs they have in their organizations.

The problem of academic staff attrition, especially in higher education institutions, is not different in Africa as observed by Sutherland (2001), who noted that the South African labour market suffers from a dearth of skilled manpower and continuous employee attrition which has affected the management of these institutions. This suggests that the tertiary institutions have to come up with retention strategies to minimize staff attrition. Reports in countries such as South Africa, Zambia, New Guinea, and Malawi indicated that the problem had almost reached a catastrophic stage (Xaba, 2003). He argued that the mere absence of job satisfaction cannot be the sole cause of this rate of attrition or brain drain, but employees seek to secure future particularly adequate income, freedom and security.

There is no doubt that understanding of employee attrition and indeed academic staff attrition is critically important because the excellence of higher education is a function of quality academics as it is able to hire and retain in its faculties (Tetty, 2009). Contrary, a clear picture of critical factors influencing academic staff attrition particularly those that relate to retirement policies have not been effectively explored by previous studies. It is also noted that the studies are inclined towards staff turnover (Kipkebut, 2010 and Tetty, 2009), and most of the available studies are based on corporate sector.

In spite of the paucity of statistical data, attrition of teachers is a well-known phenomenon in Nigeria (Obanya, 2009). The magnitude of academic staff attrition was further brought to light at the second National Teachers' Summit held in National Teachers Institute (NTI) Conference Centre, Kaduna, April 20 – 22, 2004, during which the following observations emerged: The summit noted with dismay the high attrition rate among teachers from Primary to the University due to unattractive conditions of service; poor working environment; and the poor treatment of teacher pensioners, reduced capacity of the system to retain more teachers and the management of the entire education system in the country (NTI, 2004). Among the Nigerian academic staff, a case study of the Ahmadu Bello University (ABU) Zaria pension scheme by Shams (2004), and Maikudi (2006), shows that the pension crisis in the institution has caused economic hardship and regret on the part of retirees while it has decreased productivity, heightened labour costs and may be encouraging 'unethical and corrupt tendencies' in serving staff. This is in addition to the 'Attrition' and 'Brain Drain' Syndrome, all of which tend to undermine the standard of the institution.

In Adamawa State, Ndaghu (2015) conducted a study on "the problems and prospects in the management of retirement benefits in Adamawa State". The findings reveal that the management of retirement benefits by Adamawa State Pension Board Yola Nigeria was inundated by multiple problems which affected the efficiency of the board, considering the growing number of retirees, lack of an efficient system for the payment of benefits of retirees, inadequate resources needed to pay retirement benefits. Other problems are corruption, tribalism and undue favouritism, the inadequacy of manpower, equipment, and facilities. He attributed the problematic state of the management of retirement benefits in the state pension board to the

existence of bottlenecks with regard to poor policy, growing retirees' population, inefficiency as well as corruption, which is responsible for the delay in payment of retirement benefits and inefficient system. For instance, since 2014 up to today not a single retiree received any gratuity in the state (permanent secretary Adamawa state pension board, Yola; personal communication, 18 October, 2018).

Similarly, a study by Adewole (2015) attributed the academic shortfalls to attrition and the 2007 massive retirements and staff rationalization in the tertiary institutions as a strategy for implementing the retirement policy (PRA 2004) which resulted in the forceful retirement of academic staff. For instance, Adamawa State University with students population of about 4965 had only 98 lecturers, giving a lecturer-student ratio (LTR) of about 51: 1 which is far more than the 30:1 ratio recommended by national policy on education 2004. This was a good indication of the effect of the policy on academic staff attrition. It is projected that by 2025 to 2030, the time when the Baby Boomers would have reached 65-70 years, 67% of academic staff in the tertiary institutions in Adamawa state would have retired. Therefore, with about 2,259 academic staff projected to retire from 2007-2030 (Ministry of Higher Education, Adamawa State, 2016), and since retirement is one facet of attrition, the need to investigate this issue becomes imperative. Most of the studies reviewed employed descriptive statistics with few qualitative studies which may not give clear and robust results on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions. Hence, a need for this study seeks to re-examine the concept through the use of a more robust mixed methods approach and econometric tools.

1.2 Statement of the Problem

Before the year 2004 Nigeria operated a Pay As You Go retirement policy that was defined Benefit, non-contributory scheme. This scheme was burdened by problems of delay in benefits payment, high pension liabilities estimated at N2 trillion, low savings, rules and regulations, lack of social welfare system in addition to corruption and mismanagement (Uma and Ogwuru, 2015). While Ahmad (2008), Dagauda and Adeyinka, (2013), attributed the non-performance of the retirement policy (Pension Reform Act, 2004) to delay in retirement benefit payment, poor individual savings; growth in pension liabilities, mismanagement, underfunding, unsustainable outstanding pension liabilities, rules and regulation, weak and inefficient pension

administration; demographic shifts and aging of the workforce and non-courage of workers in the private sector by any form of compulsory retirement benefit. Others include disparity in benefit payments among males and females and poor regulation of the scheme.

Another major problem facing the Nigerian retirement policy 2004 is the lack of investment outlets for the accumulated pension funds. For instance, there are only eleven classes of investment available for investment of pension assets which is estimated at N2, 029.77 billion (PENCOM, 2010). The fear is that the limited investment outlets may not be enough to assimilate the accumulated pool of pension fund assets and generate adequate income for retirees (Ameh, Ajie, & Duhu, 2017). The Nigerian government has made several attempts at minimising the problems through retirement policy reviews aimed at ensuring that it provided adequate and timely benefits to retirees and academic staff in retirement. However, with more than a decade of the implementation of the retirement policy 2004, academic staffs are not only unsatisfied but they express fear that the policy is unsustainable in view of the many challenges confronting it.

Adamawa State is the worst state because it is one of the disadvantaged states due to its location in the far North East, low economic activities due to lack of industries, high old age population, low literacy rate, communal and Boko Haram conflicts, high academic staff attrition. Since 2014 gratuity was not paid to any retiree by the Adamawa state pension board Yola. According to Ndaghu (2015), the problems affecting the management of retirement policy in Adamawa state includes lack of adequate and skill staff, equipment and facilities for the effective implementation of the retirement policy which is causing hardship not only to the retirees but also to serving workers who have to look after the older relatives, absence of efficient system for the payment of retirement benefit as one of the major problems of retirement management in the state. Other problems are lack of adequate data for beneficiaries, pension, and gratuity arrears and the use of crude technology have made retirement benefit difficult to access. These are in addition to misappropriation of retirees fund or diversion, corruption, tribalism and undue favouritism. It is, therefore, worthwhile to investigate the effects of the implementation practices of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

1.3 Purpose of the Study

The study investigated the effect of the implementation practices of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

The Specific Objectives of this Study were:-

1. To determine the influence of the amount and process of retirement benefit payment on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.
2. To examine the effect of establishment of uniform rules, regulation and standard on academic staff attrition.
3. To determine the effect of individual savings on academic staff attrition in tertiary institutions.
4. To assess the effect of growth of pension liabilities on academic staff attrition in tertiary institutions
5. To determine the relationship between retirement policy of 2004 and academic staff attrition in tertiary institutions.
6. To determine the effect of mediating variable on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions.

1.4 Research Questions

The study was guided by the following questions

1. To what extent do the amount and process of retirement benefit payment impacts academic staff attrition in tertiary institutions?
2. What is the impact of establishment of uniform rules, regulations and standards on academic staff attrition in tertiary institutions?
3. What is the effect of individual savings on academic staff attrition in tertiary institutions?
4. What is the effect of the growth of pension liabilities on academic staff attrition in tertiary institutions?
5. What is the relationship between retirement policy 2004 and academic staff attrition in tertiary institutions?
6. What is the effect of mediating variables on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions?

1.5 Research Hypotheses

This study tested the following null hypotheses at 0.05 alpha level of significance or confidence.

HO₁: There is no significant difference in the perceptions of academic staff on the influence of the amount and process of retirement benefit payment on academic staff attrition in tertiary institutions.

HO₂: There is no significant difference in the perception of academic staff on the effects establishment of uniform rules, regulations and standards on academic staff attrition in tertiary institutions.

HO₃: There is no significant difference in the perception of academic staff on the effects of individual savings on academic staff attrition in tertiary institutions.

HO₄: There is no significant difference in the perception of academic staff on the effects of the growth of pension liabilities on academic staff attrition in tertiary institutions.

HO₅ There is no significant relationship between retirement policy 2004 and academic staff attrition in tertiary institutions.

HO₆: Mediating variables have no significant effect on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions.

1.6 Scope of the Study

The scope of this study has been discussed under the following headings:-

1.6.1 Geographical scope

This study was conducted and restricted to three selected tertiary institutions in Adamawa State, Nigeria. The institutions consist of Federal college of education Yola, Modibbo Adama University of Technology Yola and Adamawa state Polytechnic, Yola. Adamawa is one of the 36 states which are economically and educationally disadvantaged, located in the North-Eastern part of Nigeria. The state also lacks economic activities and industries which make it one of the poorest in the country, making retirement benefits (pension and gratuity) a major source of income for the retirees and their families. The name Adamawa is derived from the name of an Islamic scholar and leader, 'Modibbo Adama'. Adamawa State with its

headquarter in Jimeta- Yola was created or carved out of the former Gongola State on the 27th of August 1991. Adamawa State as a study area, occupies a total land area of about 168,068 square kilometres with the 2006 population census figure of about 3, 178,950. It lies within the tropical region and falls within the guinea savannah zone between latitudes 9° 10S and longitude 10⁰ 24¹ N and 12⁰ 55¹ E. It has a tropical climate marked by distinct rainy and dry seasons. The rainy season starts in April and terminates in late October while, the dry season commences in November and terminate in late March (Adamawa State Diary 2014).

According to Annual Abstract of Statistics (2012), Adamawa state has 80% absolute poverty rate, making it the 7th poorest state out of the 36 states in Nigeria. The relative poverty rate among age 60 years and above is 68.9% among the poor and 31.1% among the non-poor, and 87.9% of the poor have over 7 persons as dependents (Annual Abstract of Statistics (2012)). The choice of Adamawa was informed by this high level of poverty among age 60 years and more and low level of literacy among both adults and youths. Also, the existence of the two religion side by side and multi-ethnic nature of the state have resulted in persistent communal and religious conflict which has also contributed to high level of poverty in the state.

1.6.2 Theoretical scope

The study was guided by four theories:

1. The Power Resource Theory

Power Resource Theory states that the level of inequality in a society and the accompanying degree of redistribution by the state are functions of the organizational resources of the working class (Korpi, 1983). Kellermann (2007) argued that, over the past twenty five years, Power Resource Theory (PRT) has provided one of the most influential accounts of variation in the size, characteristics and outcome of the welfare state in addition to the roles of trade unions and opposite political parties in shaping public policy. At its core, PRT asserts that, working class power, achieved through organization by labour unions or left political parties produce more egalitarian distributional outcome (Korpi, 1983). This provides justification for the persistent call by academic staff unions for review of the retirement policies in the country.

2. Equity Theory and Fairness

Equity Theory and Fairness by Adams (1963), posits that, we prefer situations of balance or otherwise called equity, which exists when we work on the ratio of our outcomes / inputs of others for the purpose of comparison in organizations. The inputs include educational background and training, skills, experience, hours worked and performance results, while the outcomes include pay bonuses, praise, office space, furniture and work assignments (Oriji & Nwokocha, 2012). The tendency among employees such as the academic staff to compare their input and outputs against significant others explains why the feeling inequity may lead them to attrite in search of equity. In other words this theory provides justification for its use here to explain academic staff attrition due to the feeling of inequity.

3. The continuity theory

Put forward by Robert Atchley in (1971), the theory states that older people or adults will usually seek to maintain the same activities, behaviours, relationships as they did in their earlier years of life. Atchley observed that older adults try to maintain their former lifestyles by adapting strategies that are connected to their past experiences. The theory sees retirement as a continued process with individuals attempting to maintain a constant life style necessitating the need for retirement planning which this study viewed as one of the problems of the new retirement policy (poor planning).

4. Life Course Perspectives Theory

Life Course Perspectives Theory by Glen Elder (1985), to help explain retirement as a life transition that occurs within a particular context. Life course perspective theory provide explanations as how such factors (which has been described as trajectories in the life course) like amount of benefit, pay, conditions of work, health, relationships among others may help to influence individual academic staff decision to stay, retire or quit.

1.6.3 Content scope

This study is on the influence of the retirement policy 2004 entitled; Pension Reform Act, 2004, on academic staff attrition in tertiary institutions in Adamawa state, Nigeria. However, the content coverage included the objectives of the study of retirement policy 2004; process, amount and non-payment of retirement benefits as and when due; establishment of uniform rules, regulation and standards for the

administration of pension matters, enhancement of individual savings in order to cater for their livelihood during old age; and Stem the growth of pension liabilities. Specifically, the work was restricted to the effect of new PRA, 2004 objectives on academic staff attrition in selected tertiary institutions in Adamawa State, Nigeria.

The study used four key objectives of the new Pension Reform Act, 2004 (amount, process and payment of retirement benefit, uniform rules and regulations, enhancement of individual savings, and stem the growth of outstanding pension liabilities) as the independent variables, and academic staff attrition as the dependent variable. There are also some intervening variables which included educational and institutional policy factors, tax policy regime, job-related factors, and inflation among others.

1.6.4 Time scope

The study considered the period of policy enactment or formulation in 2004 to 2014 when it was reviewed due to non-performance. This gives a 10 years period which is adequate to assess the performance of any policy in Nigeria. It has become a practice in Nigeria to review policies after every 10 years in line with the demographic changes in the country. The study considered 10 years period as adequate for assessment of the PRA 2004 – 2014 reviewed retirement policy. The choice of this policy was informed by the fact that it was self-funded through defined contribution and privately managed. But despite over a decade of its implementation, retirees still have difficulties in getting their benefits, the benefits are low compared against the old scheme, rules which results in disparity in benefits even between males and females, poor individual saving ability, growth of pension liabilities in addition to corruption, mismanagement, administration difficulties among others which justifies the need for study.

1.7 Significance of the Study

The study is of great benefit to the general public and education managers by stimulating their consciousness on the impact of retirement policy (Pension Reform Act, 2004) on academic staff attrition in tertiary institutions in Adamawa state and other tertiary institutions in Nigeria. Specifically, the significance of the study is as follows:-

Educational planners and policy makers: The findings of this study is useful to educational planners and policy makers for futuristic plans in educational management and planning by providing them with relevant literatures and strategies on retirement and academic staff attrition management. This study will also help to influence the government policies and directives pertaining retirement policy implementation by suggesting alternative strategies and identifying loopholes in the current policy implementation.

Pension fund administrators: The findings of this study will be beneficial to the pension fund administrators and other bodies responsible for pension fund management by providing them with effective pension administration techniques through the literatures reviewed and analyses made. It will also provide them with insights into the fears, demands, and challenges faced by retirees and serving academic staff with the new retirement policy (the Pension Reform Act, 2004 as amended in 2014).

Tertiary institutions and related organizations:-This study outcome will also be useful, particularly on controlling academic staff attrition by providing them with adequate and valid information on retirement and attrition intentions for effective management of these institutions. This will be done through the provision of reliable survey evidence on how effective implementation of retirement policy can help curb academic staff attrition beyond the several anecdotal views that abound.

The academic staff of tertiary institutions:-This study will be of benefit to academic staff and other perspective retirees by equipping them with necessary knowledge and skills on retirement planning that would expose them to challenges and prospects of the current retirement policy as it affects them.

Researchers and Academicians: The study will contribute immensely to academic field by opening up other areas of research in educational management and planning on retirement policy implementation and academic staff attrition in tertiary institutions. This study will contribute to the existing theoretical, conceptual and empirical knowledge on retirement benefits management and its implications on academic staff attrition for effective educational management. Finally, the findings of this study will contribute to the body of knowledge by adding to the literature and providing empirical evidence from Adamawa state of Nigeria.

1.8 Operational Definitions of Key Terms

Academic staff attrition: - refers to the process of an academic staff who is teaching in a tertiary institution quitting or exiting from the institute voluntarily, through retirement, disability or death.

Academic staff: - refers here to trained teachers with minimum qualifications of bachelors' degree who is teaching in tertiary institutions in Adamawa state, Nigeria.

Attrition: - means the reduction of the academic staff that occurs when they leave or exit from the tertiary institutions either voluntarily, due to retirement, ill health or death.

Compensation: - refers to the salaries and allowances given or paid to the individual academic staff member for services rendered in tertiary institutions.

Employee: - refers to an individual employed as an academic staff and is paid a salary in tertiary institutions in Adamawa state, Nigeria.

Pension: - Is the amount paid by government or company (employer) to an employee after working for some specific period of time, considered too old or ill to work or have reached the statutory age of retirement.

Retirement policy: - refers to the savings and investment plan of the country that provides income during retirement created by companies or government for employees.

Retirement: - here refers to the act of employees' official disengagement from a regular/permanent career job especially because the employee has reached a particular age of 60 years or has worked for 35 years as stipulated in the retirement policy 2004 (PRA, 2004).

Tertiary Institution: - refers to an educational training institute higher than secondary school which includes colleges of education, polytechnics, college of legal study, college of agriculture, and the universities in Adamawa state.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This literature review on Nigeria retirement policy 2004 and academic staff attrition in tertiary institutions will cover current research and findings from other parts of the world, sub-Saharan Africa and local contexts as they help to explain how retirement policy 2004 affects academic staff attrition in tertiary institutions. The first part of this section will examine power resources, equity and fairness, continuity and life course perspective theories as they help to explain the political, social, and economic factors that affect retirement policy and life course trajectories that individual academic staff passes through as it determines his decision to stay or leave the institution. The second part will discuss the conceptual framework through the relationships between the independent, dependent and the intervening variables.

The third part will highlight the effects of the objectives of the retirement policy 2004 on academic staff attrition in tertiary institutions by establishing links between implementation of retirement policy 2004 (independent variable) and academic staff attrition (dependent variable). Distinction between academic staff attrition and turnover will also be addressed as well as overview of the retirement policy 2004 (pension reform act, 2004) will be provided. Also to be examined are related empirical studies and research gaps.

2.1 The Concept of Academic Staff Attrition

The Webster's Dictionary defines the term attrition as "the process or state of being gradually worn-down". While, Alao & Adeyemo (2013), asserted that, the Barron's Business dictionary defined attrition as the normal and uncontrollable reduction of a work force because of retirement, death, sickness, and relocation. It is one method of reducing the size of a work force without the management taking any overt actions. They argued that drawback to employee reduction by attrition is that reductions are often unpredictable and can leave gaps in an organization.

Generally, according to Billingsley (2005), attrition is the reduction or loss of employees through different conditions without replacement. He argued that if organizations know why their employees are likely to leave, they can develop effective policies and strategies for employee retention. Most employees make a

number of transitions between jobs during their working lives. Accordingly, the attrition process sometimes starts after a person is employed in an organization and ends when he quits or retires. The process, in a sense, spreads over the entire period of employment that may be a span of about 40 years (Alao & Adeyemo, 2013). However, in the modern day business and employment relations attrition is often not a gradual process. It is often abrupt, quick, sudden, and sometimes dramatic especially in tight labour market conditions where employers compete with one another to employ people considered to be suitable to the jobs they have in their organizations (Alao et al, 2013).

In conceptualizing interventions that hold promise for improving retention, researchers focus on the question of why teachers leave teaching (Billingsley, 2005; Kozleski et al., 2000, NCTAF, 2003). According to Whitener (2001), the national attrition data from 1994-1995 teacher transfers for public school teachers, shows that some of the main reasons for leaving were a variety of personal and family considerations (31%), poor health (5%), and school staffing actions (3%). Retirement accounted for 27%. And that only 24% of exiting public teachers wanted to escape from teaching to pursue employment in other vocations or because of dissatisfaction with teaching as their main reason for leaving. Nonetheless, one of the complications in understanding why teachers leave is the treatment of teacher retirement. Ingersoll (2002), reported that contrary to conventional wisdom, retirement is not an especially prominent factor. It actually accounts for only a small part (12%) of total attrition of public and private school teachers, but it is still an important factor to consider because of non-replacement of the departed teacher and also the indirect costs involved.

Billingsley (2005), provided information about 'leaving' teachers who left teaching employment following each of the three school years (Those who continued teaching employment are referred to as 'continuers') Leaving teaching employment is hereby called *attrition*. Billingsley further argued that it is sometimes referred to as exit attrition to distinguish it from other forms of attrition such as school attrition (leaving teaching in a particular school) and teaching area attrition such as leaving a teaching assignment in special education for some other teaching assignment (Osuji et al, 2014; Ukwuayu, 2002).

Fisher (2005), argued include job changes within a single employer and leaving one firm to take a job in another firm. In either case, there is usually the intention to grow and increase in skills, responsibility, and remuneration, and or improve the “fit” between employee skills and desires and job requirements. But Bennis & Casson, (1984), were of the view that the loss of an organization’s employee can be divided into three broad groups, induction crises, natural wastage, and retirement. Furthermore, Dijkstra, (2008), argued that, high attrition often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions, or that too few employees give unsatisfactory performance (due to unrealistic expectations, inappropriate processes or tools, or poor candidate screening). He added that the lack of career opportunities, challenges and dissatisfaction with the job scope or conflict with the management have been cited as predictors of high job attrition.

Allen (2008), was of the opinion that high level of employee attrition can also be caused by many factors such as: inadequate wage levels leading to employees moving to competitors, poor morale and low levels of motivation within the workforce, recruiting and selecting the wrong employees in the first place, such that they leave to seek more suitable employment, a buoyant local labour market offering more (and perhaps more attractive) opportunities to employee, poor organization and lack of development. There are two types of employee attrition, namely; *voluntary* and *involuntary attrition*. Voluntary attrition is initiated by the employee; for example, a worker quits and takes another job. Involuntary attrition is initiated by the organization; for instance, a company dismisses an employee due to poor performance or an organizational restructuring. Also in the case of involuntary attrition the employee attrition is not controllable; such as retirement, dismissal or death but if it is as a result of dismissal, then it is turnover and not attrition because the employee is replaceable (Allen, 2008).

Synthesis of the above literatures suggests that attrition among academic staff might be caused by perceived low amount of retirement benefits because of its link to salary. The fact that academic staff salaries are low when compared to other sectors like judiciary, the power sector, oil and gas industries and parastatals, their contributions will also be low and the retirement savings account will low funds.

This by implication means that they will have low benefits in retirement than the others thereby causing them to leave the institutions for these sectors.

2.2 The Concept of Retirement

At face value the concept of retirement from employment is fairly simple. At a certain age you become able to retire and you stop working. Retirement has been defined as an exit from an organizational position or career path of considerable duration taken by individuals after middle age and taken with the intention of reduced psychological commitment to work thereafter. While some liken retirement to attrition because of its will fullness, the two concepts have been clearly distinguished (Adams & Beehr, as cited in Asonibare & Oniye, (2008). Where retirement signals a decreased involvement in work, attrition does not. Because of its unique nature, it is worthwhile to consider the reasons for which individuals decide to retire.

It could be argued, therefore, that the act of retirement was a progression to another stage of life where one was no longer required to work. Tyman as cited in Asonibare & Oniye, (2008), argued that the distinctions between retirement ability and eligibility became blurred as economic prosperity increased. The last four hundred years of western civilization have witnessed a fairly stable interpretation of the concept that we now accept as retirement (*Tyman cited in Asonibare & Oniye, 2008*):

Although the word 'retire' was first used in the 1600s, it connoted withdrawal from office or an official position to a country seat, that is, the exclusive preserve of an aristocratic elite who could well afford to withdraw. For the majority of workers, retirement (in the sense of word used today), occur at invalidity, the provisions of the English Poor Law acting as a defacto pension system. Thus, in the 18th and 19th centuries, 70 came to be regarded as the pensionable age because most people were considered incapable of working beyond it. In short, there existed a disability model of retirement (P., 1).

The concept of retirement has evolved through the industrial and technological revolutions of the twentieth and twenty-first centuries. Industrial relations reform, legislative change, workplace agreements, superannuation and commercial retirement funds had led to a redefining of retirement. Retirement was generally associated with age and was formally controlled through legislation argued, Whipple (2001). In the context of retirement the term 'age' referred to an individual's

chronological age, that is, the sheer number of years that one had been alive, as opposed to an individual's functional age, that is, the ability of the body and mind to perform a role regardless of years. Retirement and age were therefore closely, but not inextricably, linked. It would have been fair to consider retirement as a shift from work to non-work at the attainment of a particular age but that definition failed to capture various modes of retirement that individuals ultimately pursued.

The concept of retirement that we associated with leisure, travel, family activities, hobbies, and educational pursuits is a modern idea. Asonibare & Oniye, (2008), argued that, the role of "retiree" and the stage of "retirement" we identify with today is a socially constructed concept that was created as a result of the passage of Social Security Act in 1935 in America. According to Wise (2012), with the creation of social security, a financial incentive or pension was made available to older workers to encourage them retire from the workforce and to enable younger workers take their place; thus stimulating economic growth and progress. He did not indicate whether the incentives are in form of pensions, annuities or insurance and if it is adequate and sustainable.

Retirement generally implies the terminal cessation, relaxation or changeover of financially remunerative employment. It is a life stage because it is a period of economic inactivity or a change over in one's economic activity, socially and legally prescribed for workers in later life. Retirement is a phenomenon characterized by separation of the worker from paid employment, which has the characteristic of an occupation or a career over a period of time. It is essentially, a period of adjustment (Oniye, 2001).

The notion of 'retirement' itself can be difficult to capture. Oniye (2001), observed that no-one could really define who is retired and who isn't. What might be considered as retirement to one may be viewed as a shift in priorities for another. As a concept, complete retirement could be defined in five ways: - Self-reported retirement (Anderson & Burkhauser, (as cited in Oniye, 2001, p. 6). Complete labour force withdrawal; or Receipt of a pension or social security income, Boaz, (as cited in Oniye, 2001, p. 6). Working less than a given number of hours (usually 1800) per annum, Holden, (as cited in Oniye, 2001, p. 6).; and a combination of the above, Haug, Belgarve & Jones, (as cited in Oniye, 2001, p. 6)..On the other hand, Partial

retirement could also be considered as two distinct concepts: A decline in earnings and searching for new employment after quitting a career (Hanock et al (as cited in Oniye, 2001, p. 6).

For the purposes of this work, retirement was considered to be the complete exit from the organization (Tertiary institution) Service upon attainment of a prescribed age and its associated access to Superannuation (pensions) and gratuity/annuity. Superannuation was the means by which members of the academic staff were able to finance their move to non-work and was a compulsory component of their employment remuneration. (The history of retirement of Academic Staff retirement benefit payments and its interactive links with the ever-evolving issue of Lump sum policy as against gratuity are very complex and uncertain in Nigeria.

2.3 Theoretical Framework

This section discusses some theories relevant to the research problem of retirement policy and academic staff attrition. An effective theory of retirement policy and academic staff attrition should not only limit itself to the issue of sustainability and adequacy of retirement benefits, but also how the political, economic and social considerations informed their formulation, sustain them and allow them to evolve as observed by Mulligan & Salai-Martin (as cited in Maikudi, 2006). Therefore, from the theoretical view point, this study drew its bearing from four theories; the power resource theory by Walter Korpi in 1983, the Equity and Fairness theory by Stacy Adams in 1963, the Continuity theory of retirement by Robert Atchley in 1971, and the Life Course Perspective Theory by Glen Elder in 1985. These theories were selected because of their ability to provide viable link between the political, economic and social dimensions that informs retirement policy formulation and life trajectories that shape individual behaviour and its impacts on society.

2.3.1 Power Resource Theory

Power Resource Theory is a political theory put forward by Walter Korpi in 1983 to explain the role of the state, opposite political party and trade unions in redistribution of resources in the society. The theory states that, the level of inequality in a society and the accompanying degree of redistribution by the state are functions of the organizational resources of the working class. Kellermann (2007) argued that, over the past twenty five years, Power Resource Theory (PRT) has provided one of the

most influential accounts of variation in the size, characteristics and outcome of the welfare state. At its core, PRT asserts that, working class power, achieved through organization by labour unions or left political parties produce more egalitarian distributional outcome (p. 23).

According to Rothstein, Samarini & Teorell (2016), one of the most successful approaches for explaining variation in the size and coverage of welfare states is the so called power Resource Theory (PRT), according to which this difference is largely a function of working class political mobilization (p. 3). However, it could be argued oppositely that, in each country, historically inherited government institutions have an important impact on the choice of both individual wage earners and their representatives over whether or not to give the state responsibility for extracting resource and implementing policies for social insurance and welfare state redistribution (Rothstein et al, 2016). In other words, the working class and the masses trust the state (government) more with resources distribution than the private individual or organization.

More precisely, this casual effect springs from generally established perceptions and the respective ideological and political discourses on the quality of the government institutions, which tend to have enduring effects (Rothstein & Uslander, 2005; Acemoglu & Robinson, 2008; Schmidt, 2009). Four variables have become standard measures of power resource in the literature; union density, union centralization, bargaining coordination and the strength of left political parties (Kellermann, 2007).

Rothstein et al, (2016), asserted that there are two analytical problems that need to be considered in PRT. First, wage earners may have two reasons for supporting welfare state policies. One is that, social classes give rise to different social risks and rational wage workers (and their representatives) reasonably opt for some kind of protection from these risks. The other is, a demand for redistribution based on either norms about social justice which ensures equality and equity in resources allocation (p. 7). Rothstein et al argued that In both cases, however, we need an explanation for why people trust the state to handle risk protection in both cases, and why national union movements and trade unions should take care of many of these risks and create large insurance organizations that also work as ‘selective incentives’ when recruiting and retaining members.

Secondly, strong unions' could force employers (or employers' organizations) to take on either the whole or a part of the costs for risk protection in addition to demands for redistribution. This explains why the provision of the new retirement policy under the defined contribution provides for options for employers to pay the sum of contributions on behalf of their employees particularly the parastatals and the private sector.

A third possibility is that, various 'friendly societies', or similar voluntary non-profit organizations, handle the demand for social protection (p. 8). Another possibility is, of course, to rely on extended family networks or private insurance systems. The point is that, in order for wage earners and their representatives to turn to the state to respond to their demand for protection against social risks and for redistribution, they have to have a high degree of confidence in 'their' state (Rothstein et al, 2007). It is for protection against risks that the Nigerian workers particularly academic staffs of tertiary institutions through their unions have been agitating for more government involvement in the administration of the new policy.

According to Rothstein et al, (2007, p. 9), this can readily be seen from a Nordic perspective (the countries in which the PRT originally developed). They argued that in the Nordic countries, issues of political corruption or clientelism have hardly ever made the political agenda. Although many policies in the Nordic countries were universal and thereby left little room for bureaucratic discretion, others such as active labour market policies had to rely on extended form of bureaucratic discretion. Compared to other European states, even before the emergence of democracy, the Nordic states were historically less corrupt, less 'clientelistic', and less prone to use violence against their citizens and more open to popular influence than most Continental and Southern European states (Jensen, 2008, p. 3).

This is contrary to what is obtained in African countries and Nigeria in particular because the states are solely responsible for re-distribution of resources (Odia & Okoye, 2012, p. 2). The PRT has been criticised for being oriented towards government support (state support) in resource control and redistribution of state resources.

The theory has been criticised for being oriented towards government support (support of the state) on resources distribution. It also seems to be against private

sector participation in the distribution of resources. Similarly, it is certainly possible to argue that there are certain risks that only the state can handle and that the state is more effective than any other organization for implementing redistribution (Boadway & Keen, 2000, p. 13).

The case of retirement policy implementation in Nigeria is a classic example because since independence in 1960, retirement policy administration has been the sole function of the state (government) to bear the risks. However, even with the introduction of the defined contribution scheme under the new policy, the system have been subjected to more abuse in terms of corruption, mismanagement, non-payment of benefits as indicated by various studies. The demands of the various trade unions for improvement of retirement benefit payments in Nigeria have never been for private sector retirement management but for improvement in its administration, but instead the government opted for private sector administration.

The case of Adamawa state is classical example of the need to trust the state in redistribution of resources because of the failures of private sector businesses and their liquidations due to non viability. The low economic activities in the state cannot provide viable investment outlets for pension funds that can generate adequate income to sustain pension payment.

Despite the fact that, the Power resource theory is a political theory which proposes the idea that the distribution of power and resources between major classes is to some extent accountable for the successes and failure of various political ideologies, policies and programmes. Its stand on the role of the trade unions and the state on redistribution of resources is critical to the understanding why the federal government of Nigeria still regulate retirement policy in the country. Therefore, the theory finds application in this study because it provides justification for the roles of academic staff unions, labour unions and opposition political parties demand for policy review or reversal which gave birth to 2014 review of the 2004 pension reform Act. It also supported the public demands for government intervention in retirement benefit payments crisis in the country by various trade union organizations and why the Nigerian worker should trust the state for the management of the new policy.

2.3.2 Equity and Fairness Theory

Another theory relevant to the study is the Equity and Fairness Theory, propounded by John Stacey Adams as Equity Theory in 1963, but was later on advanced by Elaine Hatfield and her colleagues, (as cited in Oriji & Nwokocha, 2012) which is now known as Equity Theory and Fairness. The theory posits that, we prefer situations of balance or otherwise called equity, which exists when we work on the ratio of our outcomes or inputs of others for the purpose of comparison in organizations. The inputs include educational background and training, skills, experience, hours worked and performance results, while the outcomes include pay bonuses, praise, office space, furniture and work assignments (p. 4).

Equity theory draws from exchange, dissonance, and social comparison theories in making predictions about how individuals manage their relationships with others. Four propositions capture the objectives of the theory: firstly, individuals evaluate their relationships with others by assessing the ratio of their outcomes from and inputs to the relationship against the outcome or input ratio of a comparison other. Secondly, if the outcome or input ratios of the individual and comparison other are perceived to be unequal, then inequity exists. Thirdly, the greater the inequity the individual perceives (in the form of either over-reward or under-reward), the more distress the individual feels. Fourthly, the greater the distress an individual feels, the harder he or she will work to restore equity and, thus, reduce the distress (Orij et al, 2012).

Equity restoration techniques include altering or cognitively distorting inputs or outcomes, acting on or changing the comparison other, or terminating the relationship. Therefore, the level of equity or inequity with which academic staff associates their retirement benefits under the new policy as against those of significant others can have significant effect on their loyalty and commitment to their institutions.

Furthermore, (Orij et al, 2012), theoretical model proposed that equity exists in an interaction or relationship when the ratio of Person A's outcomes relative to Person A's inputs is equal to the ratio of Person B's outcomes relative to Person B's inputs. Inequity, they theorized, leads to distress, both physical and mental, and a drive to reduce it, regardless of whether one is "under benefited" or "over benefited"

(although subsequent work has shown that the latter is often less distressing than the former. These positions provide understanding into why academic staff may feel inequity because of comparison to others. The inequity experience by academic staff is affecting their decisions to stay and teach while their equals are in other organizations collecting higher pay with reasonable retirement packages.

The theory has been criticised for being too simple, that there are other variables which affect people's perceptions of fairness which vary from person to person which the theory ignored, and that the experiment for the theory was done in the laboratories and not in the real world settings. Another major weakness of this theory is subjectivity inherent in the comparison process. There is a tendency in humans to distort their inputs especially in regard to effort and hence become subjective when comparing (Ng'ethe, 2013). Hatfield, et al (as cited in Orijio et al, 2012), used a beam balance scale to demonstrate the measurement of employees' inputs against the outputs of others as follows. Figure 2: shows equity beam balance scale.

Equity beam balance scale

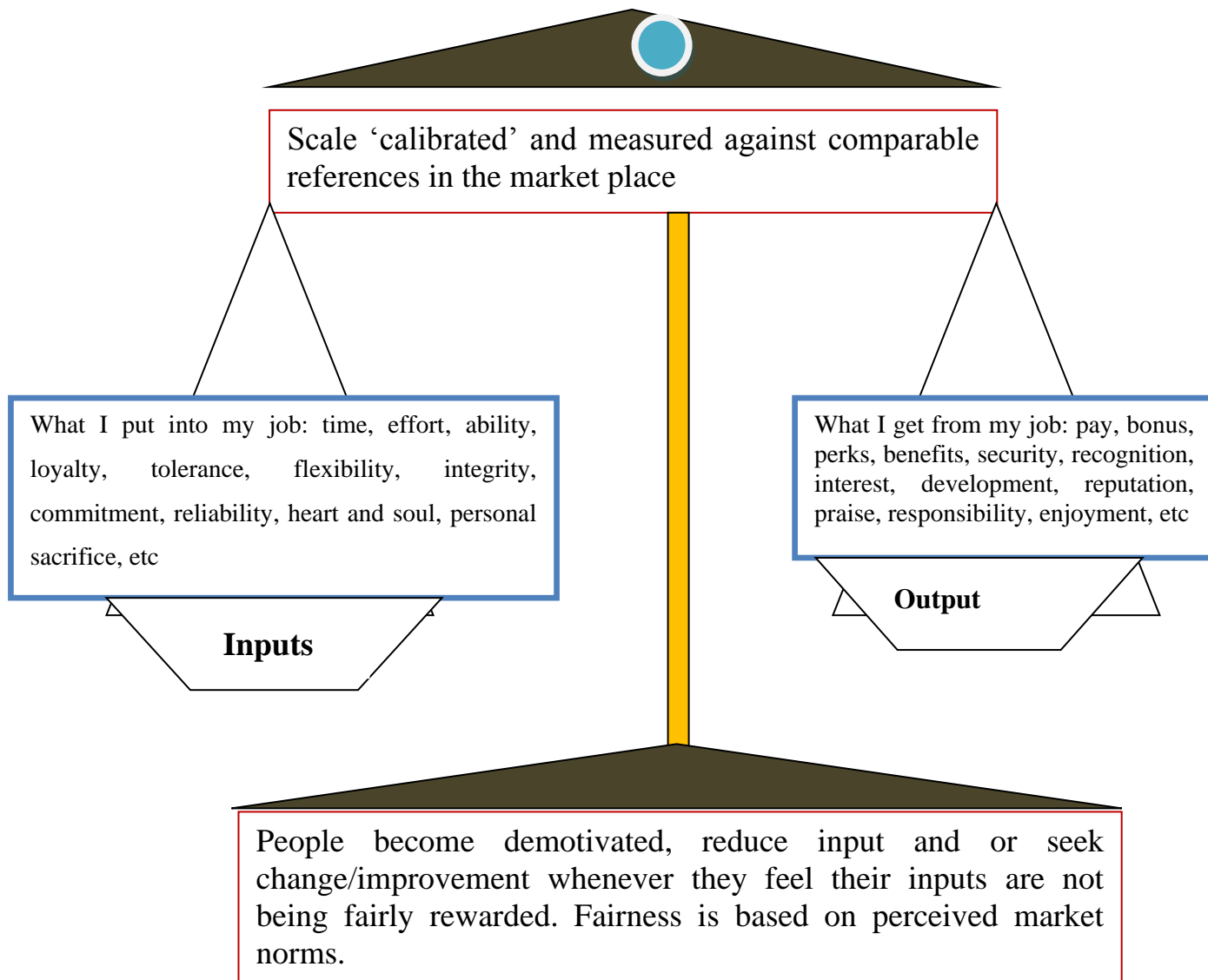


Figure 1: Adams Equity Theory Diagram- Job Motivation

Source: Hatfield, et al (1978) in Ng'ethe (2013).

Figure 2 above illustrates the how employees are likely to measure their outputs against their inputs in comparison to those of others as to determine the level of inequity or equity. If the output did not compare favourably to the inputs as demonstrated by the scale shown in the figure, the feeling of inequity can make academic staff not only de-motivated, disloyal and uncommitted but may even become dissatisfied and decide to leave the institution or the entire teaching career.

The bean balance shows that employees input in organizations include but not restricted to efforts, loyalty, hard work, commitment, skills and qualifications,

ability, determination, trust among others that enhance his performance. These are the qualities the individual employees compare or weigh against their own and those of others. The outputs include; Financial rewards (salary, benefits), Intangibles that includes, job security, recognition, respect, reputation, responsibility, sense of achievement, praise, advancement/growth, conditions of work and the like. Therefore, employees become demotivated, reduce input and/ or seek change and improvement whenever they feel their inputs are not being fairly rewarded. Fairness is based on perceived market norms in comparison the significant others. Similarly, employees become motivated, increase input whenever they feel they are fairly rewarded. Thus organizations must try to strike a balance between the two for organizational effectiveness.

It is for the purpose of striking balance between inputs and outputs that, Hofmans (2012) summarised the inputs and outputs of employees to provide managers with clear distinction between the two as showing in Table 1 below:

Table 1: Showing Input and Output of Employees

Employee inputs into organization	Employee output from an organization
Efforts	Financial rewards (salary, benefits,)
Loyalty	Intangibles that includes
Hard work	Recognition
Commitment	Reputation
Skills /qualifications	Responsibility
Ability	Sense of achievement
Adaptability	Praise
Flexibility	Stimulus
Acceptance of others	Sense of advancement/growth
Determination	Job security
Enthusiasm	Conditions of work
Trust	—
Support of colleagues	—
Personal sacrifice	—

Source: Hofmans (2012: 473)

Criticisms against the theory: It is a problem when people sometimes overestimate their own contributions and the rewards they receive. There are certain inequities that can be tolerated for sometimes by employees as prolonged feelings of inequity may result in strong reactions to an apparently minor occurrence observed Heinz, Mark & Harold, (2008) and Holzmann, Palmer, & Robalino (2012). For example, an employee who was reprimanded for being a few minutes late to the office may get

angry and quit the job, not necessarily because of the reprimand but because of long standing feelings that the rewards for his or her contributions are inequitable in comparison with others' rewards.

Likewise, a person may be very satisfied with a monthly salary of N200, 000 until he or she finds out that another person doing similar work gets N20, 000 more. Pay may be one way workers measure whether the time they spend and the effort they put into working are worthwhile therefore why they should continue to work in an organization. Ryan and Sagas (2009), in a study using discrepancy theory of Rice, McFarlin, & Bennet (1989), found that, workers' satisfaction is a function of what they perceive their contributions and job requirements are and what they should receive in return; this is confirmed by Chelladurai (2006). This suggests that, if academic staff perceive of their retirement benefits as unequal to those of others, they would be unsatisfied with the job and may cause them to attrite.

Despite these criticisms, the theory enables institutional managers or leaders maintain two way communications with subordinates such that they can have some idea of subordinates' equity perceptions. It is important also to let subordinates know the "rules" that govern the allocation of outcomes relative to inputs as compared to outputs with those of others. This is to avoid a pattern of inequities over a period of time which can build into major difficulties of dissatisfaction with the job if not checked. Equity Theory also play motivational role in an organization, which enables individuals to compare their jobs inputs and outcomes with those of others and then respond so as to eliminate any inequities (Robins, 1998).

One standard that an employee may use is what other workers within an organization receive. According to Ryan and Sagas (2009) employees will feel satisfied with their pay if what they are receiving equates to the time, energy and effort as they contributed, with relation to what other workers receive. If they feel that their efforts and contribution exceed the rewards from the organization and job, especially in pay dissatisfaction may occur.

Some studies have shown that inequity has an impact on academic staff attrition (Tetty, 2010). While, Selden and Moynihan (2000), found a significant negative relationship between high average wages and voluntary turnover in 33 state governments, although study by Lewis (as cited in Alnagbi, 2011) fails to confirm

the importance of salary in reducing attrition rates among federal employees. Bergmann, Bargann & Grahn's study (as cited in Alnagbi, 2011), states that well designed employee benefit packages are effective tools for attracting, motivating and retaining government employees. Therefore, the perceived inequity by academic staff has been viewed as causing attrition because they tend to move to better paying organization with secured future. This theory provides justification for academic staff demand for equality in pay and retirement packages among civil servants if employee attrition is to be controlled.

The theory finds application in this study by helping to provide explanations on how the feeling of inequity among academic staff on the new retirement policy can cause dissatisfaction and lack of commitment which may engender attrition. Also, it supports the agitations by academic staff through their unions for equity to ensure egalitarian distribution of resources through equitable treatment in the new policy. Therefore, the theory helps to explain how academic staff attrition can be caused by inequity in the new retirement policy and its accompanying problems of rules, growth of pension liabilities, poor individual savings and low amount of benefit compared to the old PAYG policy.

2.3.3 Continuity Theory

This is a retirement theory put forward by Robert Atchley first in 1971. The theory states that older people or adults will usually seek to maintain the same activities, behaviours, relationships as they did in their earlier years of life. That is older adults try to maintain their former lifestyles by adapting strategies that are connected to their past experiences. In the words of Feldman & Beehr (2011), the continuity theory originated in the observation that a large proportion of older adults show consistency in their activities, personalities and relationships despite their changing physical, mental and social status. Continuity Theory describes retirement as a linear series of life events that gradually lead to a logical career stage and pleasant experience or transition without maladjustment or distress into retirement as pointed out by Hooyman & Kiyat (as cited in Osuji & Nweze (2014), Qucik & Moen (1998). It suggests that the circumstances of retired academic staff e.g. resources, life style, behaviours) do not change, but instead they maintain a consistent pattern. Further, as they age, academic staff frequently substitutes new roles for lost ones (Dooyman & Kiyat, 2000).

Additionally, academic staff central personality core-characteristics and values) will be more pronounced during the later stage of life (Dooyman et al, 2000). Continuity theory assumes a linear flow with continued growth and an accrual in resources throughout life span in preparation for retirement. However, Richardson as cited in Osuji & Nweze (2014) notes that continuity theory fails to consider that workers and academic staff receive substantial reductions in resources during retirement. In contrast to role theory, continuity theorists reject the notion that occupation is central to one's identity and suggest that in retirement individuals can be expected to maintain levels of activity and self-esteem (Richardson & Kilty, as cited in Osuji & Nweze, 2014). These have not been possible because of the attendant unemployment problems facing countries like Nigeria.

According to Atchley as cited in Osuji & Nweze (2014), a key premise of continuity theory is that individuals maintain their own ways of adapting to their environment and thus maintain a consistent pattern of behaviour as they age. This premise is built upon this notion that people have unique personalities which are consistent across the life span and this dictates how they deal with transition (Blazer, Kessler, McGonagle & Swartz as cited in Osuji & Nweze (2014). This explains the persistent struggle by labour unions, retirees unions and other pressure groups for increase in retirement benefits and its prompt payment.

According to Adams, Prescher, Beehr, & Lepisto (2002), two traditional theories (Role and Continuity theories) of retirement are insufficient for explaining how older women, especially older African women, experience retirement because the working role of women is secondary. In contrast to role theory that assumes an individual's role of worker is primary, Wang & Shultz (2010) further argued that African women do not typically have one principal role, but maintain several roles simultaneously all through their life course. Especially, in North Eastern Nigeria which is a highly cultural, religious and collectivist society characterized by communal living style where the woman performs many roles to cater for the entire extended family which i.e. in agreement with positions held by Cochran, Brown, & McGregor as cited in Wang & Shultz (2010)

In addition to their work related roles, many older African women reside in multigenerational households and are caregivers of immediate, kin and non-kin

family members as indicated by Staples & Boulin-Johnson's study (as cited in Cochran et al., as cited in Wang & Shultz (2010)). They are also active as volunteers in their communities and in their churches (Ralston, as cited in Wang & Shultz, 2010). Therefore, the assumption that older black women are looking forward to retirement where there will be a reduction in their stress levels and a greater quality of life may not be realized (Kim & Moen, 2001). Role theory also posits that many women return to work after retirement because of their multiple roles or the lack of fulfilment during retirement.

The role of continuity theory in this study is that it helps to provide explanation to the fact that academic staff will want to maintain their life styles even at retirement as demonstrated by some retired academic staff. Therefore, the desire and demand by academic staff for sustainable income at retirement to be able to maintain similar life style, level of activity and self-esteem can best be understood through the perspective of continuity theory. It also helps to explain retirement as a continuous process that awaits everyone which needs to be properly planned and this has not been highlighted by both PRT and equity and fairness theories.

2.3.4 Life Course Perspective Theory

The Life Course Perspective Theory (LCPT) is a sociogenic model which emphasizes changes in adulthood and suggests that life course transition such as retiring takes place within the context of on-going trajectories and is a reflection of social, historical and biographical factors (Elder 1985). The life course perspective can be defined "as a way of understanding how time, transitions and context shape human development" (Elder as cited in Osuji et al, 2014). Furthermore, it argues that individuals are dynamic and shaped by environmental factors throughout different stages in life.

Hutchison (2016), argued that, a useful way to understand the relationship in life transition (progression through life), between time and human behaviour is the life course perspective, which looks at how chronological age, relationships, common life trajectories, and social change shape people's lives from birth to death. He added that, of course time is only one dimension of human behaviour, characteristics of the person and the environment in which the person lives also plays a part. Elder as cited in Osuji et al, (2014) sees life course (retirement) as a path that is not straight, but

one with continuities, twists and turns. Certainly we see twists and turns in the life stories of Nigerian retirees. Moen (2001) suggests that the key component of life course perspective is that life course is a social phenomenon which varies over time, space and across different types of people. In addition, Elder(1997b), suggests that a life course perspective can be characterized by its emphasis on transitions and trajectories and that in order to apply this perspective one must have dynamic longitudinal measures.

However, Osuji et al (2014), asserts that LCPT frames retirement as a transition which is likely to be influenced by choices made throughout the life course including educational attainment the occupation one enters, marital status and childbearing decisions. The life course perspective also suggests that factors such as gender, race and social class influence emotional well-being among older adults (Estes, 2001). Using this perspective, retirement has been described not only as an objective life course transition, but also as a subjective developmental transformation, Silver (2007).

In other words, individuals may react differently to the transition depending on their own characteristics, social contexts and coping mechanisms. The life course perspective views human development as series of transitions and choice points influenced by the larger socio-historical period and one's social context, as well as characteristics such as gender (Moen, 1992).The life course perspective however provides a useful theoretical lens for explaining retirement experiences of Nigerian worker.

Similarly, Silver (2007), opines that the life course perspective is more appropriate than role theory and continuity theory for understanding the retirement experiences of Nigerian worker. Firstly, this perspective considers how aging relates to and is shaped by social context, history, time period, cultural meanings and location. For example, examining an individual's lifetime events such as family history, social norms, educational background, and savings captures a clearer picture of the academic staff present circumstances which may influence living conditions during retirement.

Secondly, unlike the role theory and continuity theory that assumes a continual progression in social roles without disruptions, the life course perspective focuses on

the timing of the social roles, that is, this perspective recognizes that people may make multiple entries and exits in work roles as argued by Elder, Johnson & Crosnoe (2003) which explain the attrition behaviours among academic staff in tertiary institutions under study. It also helps to clarify how these disruptive work histories of academic staff like response to family responsibilities and how poor health shapes retirement decisions. The changing work roles and other cumulative disadvantages such as their limited opportunities for savings, and private pension plans as observed by Hooyman et al (2000) and Elder, Johnson & Crosnoe (2003), may impact the economic condition of Nigerian worker during retirement and therefore generate fear and anxiety among academic staff these fear, anxiety and frustration creates room for lack of commitment, loyalty and ultimately attrition.

There is no wonder that the life course perspective theory has been criticized for being culture bound and not applicable in individualistic societies as in collectivist societies (Markus & Kikayama, 2003). With its attention to human agency, life perspective is not as deterministic as some earlier theories because it requires longitudinal studies. The life course perspective theory disposition is legalistic in equating retirement to mere transition and death, because retirement should be seen as a graduation into post-active work-life balance.

Despite the criticisms against this theory, the life course perspective theory has several advantages for its use in this study. It encourages greater attention to the impact of historical and social changes and contexts on human behaviour which seems particularly important in rapidly changing society like Nigeria. Also, because it attends to biological, psychological and social processes in the timing of lives, it is a good fit with a bio-psychosocial perspective as mention by Elder (2000). Its emphasis on linked lives shines a spotlight on integrational relationships and the interdependence of lives which affects aging as pointed out by Elder & Johnson (2003). And with its attention to diversity in life course trajectories, the life course perspective provides a good conceptual framework for culturally sensitive practices which shape or affect retirement policy implementation in culture bound society like Nigeria and particularly in Adamawa state, a multicultural and multi-religious society. It can also be used to shade light on employee attrition as a life process affected by life trajectories such as desire for better life, security, better pay, freedom and conditions of work among others.

Furthermore, these theories can help in explaining the relationships between the independent variables (objectives of the retirement policy) and the dependent variable (academic staff attrition in tertiary institutions) using a conceptual framework as shown below.

2.4 Conceptual Framework

The study used an adopted and modified conceptual framework purposefully designed to address the objectives of the new retirement policy (pension Reform Act, 2004), as the independent variables and how they impact academic staff attrition as the dependent variable. The factors identified in the framework as the independent variables consists of the objectives of retirement policy 2004 and are what formed the themes under which literature reviews were carried out and which guided the analysis of research findings. This framework is an improvement of Ng'ethe (2003) framework which was based on two factors of intrinsic and extrinsic as the independent variables, a single factor mediating variable and single factor dependent variable. However, the framework of this study considers the four (4) objectives of the retirement policy (PRA, 2004) as the independent variables, external and internal factors as mediating variables and single factor of academic staff attrition as the dependent variable. The conceptual framework conceptualizes the relationships between the independent, mediating and dependent variables as shown in Figure 3:

A Conceptual Framework of Retirement Policy and Academic Staff Attrition

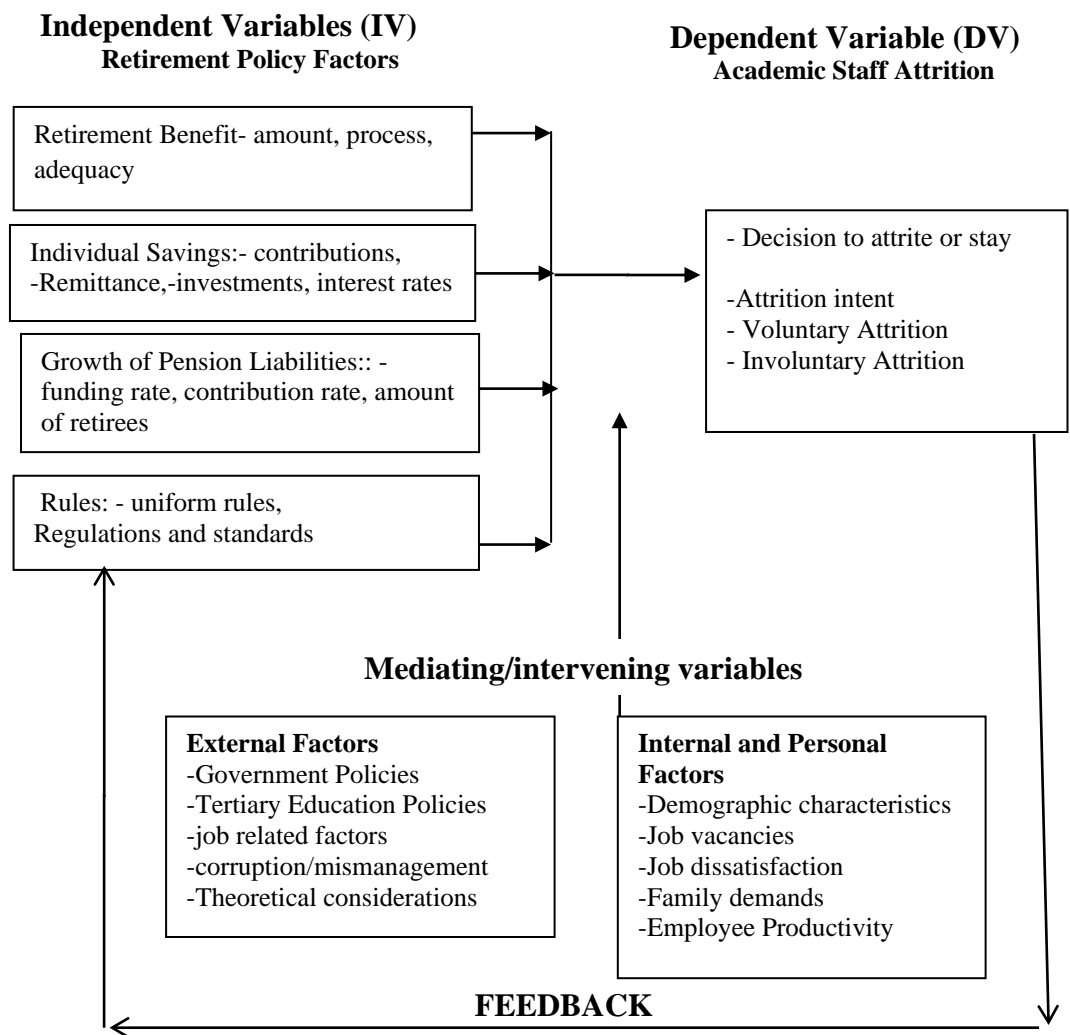


Figure 2: A Conceptual Framework of Retirement policy and Academic Staff Attrition in tertiary institutions adopted and modified from Ng’ethe (2003).

2.5 The Conceptual Framework

The figure depicts the retirement policy factors such as retirement benefit, Individual savings, and growth of pension liabilities as independent variables affecting academic staff attrition as the dependent variable. It also shows how mediating variables, government policies, institutional policies, and personal factors such as motivation and job satisfaction affects academic staff decision for attrition in tertiary institutions. Therefore it is the desire of this review to explore all the linkages of retirement policy factors and academic staff attrition.

The conceptual framework in Figure 3 was adopted and modified along with the Nigerian 2004 new retirement policy objectives, personal characteristics of respondents, intervening variables and academic staff attrition intent. The framework assumes that academic staff attrition is influenced by the new retirement policy in addition to personal characteristics and exogenous factors like education Acts, institutional policies, job related factors, opportunities, insecurity and tax policy regime. The variables of interest in this study are the five key objectives of the new retirement policy (the 2004 Pension Reform Act) which include payment of retirement benefits, enhanced individual savings, and administration of pension benefits, stem the growth of pension liabilities, funding of retirement benefit and rate of academic staff attrition. Thus, the new retirement policy will influence academic staff attrition in tertiary institutions. The starting point of this chain is the interplay between the retirement policy objectives and personal or demographic characteristics of individuals together with the other mediating factors that may cause attrition. The new policy may cause attrition if it is perceived not to be fair and particularly if it seems to favour others more than the others. Even age and gender have been found to affect both academic staff attrition and retirement decisions (Beedie, 2015).

The fact that employees compare their benefits against those of other employees of equal status or educational qualification, as posited by Adams' equity and fairness theory, any form of inequity will be resisted by employees through divers means such as decreased performance, corrupt practices, lateness, absenteeism and outright attrition (through resignation). Power resource theory explains the role of trade unions (pressure groups) in retirement policy development and the subsequent reviews of the retirement policy in response to agitations by academic staff unions in the country over the years. Similarly, retirement as a continuous life course affected by many trajectories has been explained. The role of demographic and personal factors in influencing individual intention to retire or attrite have been documented. The variables in the framework have been reviewed under the following headings:

2.5.1 Retirement Benefit amount and process and Academic staff attrition

According to Dagauda & Adeyinka (2013) the problem of pension payment in term of amount (adequacy) and process has been a global phenomenon especially for low income countries. This is because even in the most advanced countries of the world, like USA and UK, pension administration and issues related to the treatment of the

aged and the infirm pose very deep and disturbing concern. As a result of this global problem of pension payment, the World Bank took a bold step in February 2003 by organizing a regional course on pensions and pension reforms in Sub-Saharan Africa in order to address this phenomenon. This led Nigeria enacting retirement policy under the name of pension reform act in 2004 replacing the PAYG system with a contributory pension system.

In the same line, Beedie (2015) asserts that the aim of retirement policies the world over, according to the World Bank, is to provide adequate, affordable, sustainable, and robust benefits that is sufficient to meet basic needs of the individual. While Abdulazeez (2014) was of the view that the problem of low amount of benefits paid to retired workers appeared to have had its roots during the colonial era, when people were paid such ridiculous amounts ranging from two shillings and six pence to ten shillings monthly as pension benefit. By retirement policy the World Bank contends that is a document the spelt out retirement package that includes pensions, annuity and lump sum, or gratuity, social security, disability and death packages (Barr, 2006; Barr and Diamond, 2008). Therefore, a well-managed retirement policy should be able to provide not only adequate benefits as and when due, but a unified benefit that will minimize attrition among employees they argued. An adequate retirement benefit (pension) should also provide a reliable means to smooth lifetime consumption for the vast majority of the population regardless of their level or form of economic activity (Beedie, 2015).

However, the amount of earnings to be replaced in order to prevent old age poverty 'is contested (Barr and Diamond, 2008). In the same vein, Amaike (2014) observed that, possible opportunity to maintain a previous socio-economic status in retirement is dependent on life course events and individuals' previous assets. This has over the years been proved to be difficult in Nigeria due to low income and delay in payment of retirement benefits (Akenbor & Onuoha, 2013).

On sustainability of the retirement policy, the World Bank as cited in Beedie (2015), argues that pension should be financially sound and can be maintained over a foreseeable timeframe. It believes that, the pension programme should be structured so that the financial situation does not require unannounced future cuts in benefits, or major and unforeseen transfers from the budget. Unfortunately, over the years

Nigerian pension scheme has been characterized by lack of sustainability due to its inability to pay benefits promptly, accumulation of pension arrears, lack of uniformity, untimely funding, mismanagement and corruption among others (Beedie, 2015). A robust pension system should also be able to sustain income-replacement targets in a predictable manner over the long-term in the face of unforeseen conditions and circumstances as observed in other countries by Holzmann (2013) and Holzmann, Palmer, & Robalino (2012). They further claimed that the World Bank report indicates that most existing pension systems, including some of the recently reformed systems, are unable to deliver on these promises.

Like most pension reforms, the emphasis of Nigeria's 2004 pension reform has been more on sustainability of pension than on adequacy of pension income or the amount and process of payment. Pension literature has also focused more on the sustainability goal (Holzmann & Hinz, 2005) and much less on amount and process or adequacy, affordability, sustainability, and robust benefits goal of pension policy. Thus, taking the adequacy of amount and process goal of pension as a point of departure, this study investigates the extent to which pensions ensure adequate income for retired affordable, sustainable, and robust benefits that is sufficient to meet basic needs of the retirees under the new defined contributory (DC) (privately managed fully funded) scheme (PRA, 2004) and how it influences academic staff attrition in tertiary institutions in Nigeria. In support of this position, Estes (2001) asserts that conflicts over social policy are power struggles that must be analysed in terms of reigning and competing ideologies and the "interlocking systems of oppression" of race, gender, class, and age to understand the social construction of aging and the aged, and the formation of equitable retirement policy.

In lined with the above, Obi (2014), asserts that, nations worldwide provide retirement benefits (i.e. gratuities and pensions) for their retirees. Nigeria operated defined benefits scheme between January, 1946 and June, 2004. Within this period, there were numerous corruptible practices in payment of retirement benefits (gratuities and pensions) such as falsification of age, delays in payment, underpayments, long distant travels to receive payments, ghost workers (pensioners), embezzlement of funds, mismanagement and diversion of funds. The first major objective of the Pension Reform Act, 2004 is to ensure that every single worker who

has worked meritoriously, receives retirement benefit as and when due to reduce old age poverty (FRN, 2004).

The extent to which this objective is being attained left much to be desired. For instance, Iyida (2015), observed that, in recent years, it has become increasingly difficult if not impossible for retirees to collect their retirement benefits (either pension or gratuity) as and when due. He added that, many studies (Idakwo, 2005; Idakwo, 2002; Nwajadu, 2007; Odia & Okowe, 2012; Yaya, 2008), have shown that retirees in Nigeria, particularly public sector employees experience untold hardships in accessing their retirement benefits. Iyida (2015) further argued that, even the contributory pension policy introduced since 2004 and reviewed in 2014 has not been able to eliminate the problems associated with the payment and administration of retirement benefits in the public sector as there are still issues of delayed and under payments of benefits, mismanagement and diversion of pension funds meant for payment of retirement benefits to retirees.

However, Ali (2014) posits that in Nigeria, payment of retirement benefits to workers in the public service is the sole responsibility of the government. So, that, at old age, a retiring worker will not be stranded financially. Fapohunda (2013) observed that despite several moderation of retirement policies, the payment of retirement benefits to retirees have remain erratic. There is therefore a need to investigate why? This is against the fact that, the country's revenue profile has indicated substantial growth from 2001 up to 2014, but still payment of retirement benefit has remain problematic.

Supporting the existence of this problem, Iyida (2015) argued that in recent years it has become increasingly difficult for retirees to collect their benefits either gratuity or pensions. Many studies (Ndaghu, 2015; Balogun, 2006; Mwajagn, 2007; Kotun, Adeoye & Alaka, 2016) have shown that administration of retirement benefits in Nigerian public sector continued to experience many hardships. If it not inadequate budgetary provision, it will be mismanagement or misappropriation of funds or worst still embezzlement of funds meant for payment of retirement benefits.

Majority of workers especially those in public sector, always find solace in the belief that their retirement benefits will take care of their lives after retirement; (PFA, 2004). It is in this light that, Ozor's study as cited in Iyida (2015) defined retirement

benefit as the sums of money paid to a worker upon retirement in order to enable him maintain his former standard of living previously enjoyed as a worker. This was the case in the 1970s and 1980s when Nigeria public sector used to attract employees from around the world due to not only the certainty of payment of benefits but that the pay compares favourably with most countries of the world (Iyida, 2015). Therefore, there were no cases of attrition, turnover or brain drain which has now characterised the civil service organizations in Nigeria today but rather an influx of nationals from all parts of the particularly from countries like Ghana, India and Philippines.

Retirement benefits as explained by Idakwo (2005) are normally of two types: a lump sum of money calculated on the basis of formal earnings and paid once and for all called “gratuity”, or sums of money paid on monthly instalments and also as a fraction of former earnings and referred to as “pensions”. Even the contributory pension (PRA, 2004) policy introduced in 2004 has not been able to eliminate the crisis associated with the low amount of retirement benefit in Nigeria public sector (Idakwo, 2002) as there are still cases of delayed payment, mismanagement of pension funds and outright embezzlement of funds meant for payment of retirement benefits to retirees (Iyida, 2015). He further argued that, the protest in Ibadan by military pensioners this year 2015 typifies the general rot and the corruption that had eaten deep into the National pension scheme. In a similar vein, Eme and Ugwu (2011) states that, some 12 billion was alleged to have been fraudulently taken away from the coffers of the pension fund by officers in charge of the fund.

The importance of engaging in research on the amount and process of retirement benefits payment in Nigeria according to Beedie (2015) is of interest for three major reasons: first, there is high rate of poverty among old age population amounting to 15.7 per cent. Secondly, there is absence of unified social policy and much consideration has not been given to older people. Third, retirement in Nigeria poses many challenges such as financial difficulty because majority of the retirees are still paying school fees, medical bills of their children; irregular payment of retirement benefits, and the absence of social security programmes.

Echoing the same argument, Dagauda & Adeyinka (2013) added that, the problems associated with amount and process of retirement benefits (pension and gratuities) of

deserving retirees have been with Nigeria for quite some time. Furthermore, Uma and Ogwuru (2015) noted with dismay that, it is quite disgusting to hear that 54 pensioners died in the course of waiting for retirement benefit payment in Akwa Ibom State alone. In another development, Oditah's study findings as cited in Uma & Ogwuru (2015) revealed that, since 1999, retirement benefit, particularly pensions have not been increased despite several salary increases which explains why some retirees earn as little as N1,200.00 as monthly pensions.

Still on the process of retirement benefit payment, Abinboye & Obasi as cited in Uma et al (2015) lamenting on the poor handling of academic staff pensioners and prospective pensioners, reported the complaint made by some academic staff of University of Lagos over the ugly treatment which has resulted to their lack of confidence with the policy; coupled with envisaged unreliable operation and pessimistic conception of the PRA 2004 based on occurrences, corruption, mismanagement and actions which portray unsatisfactory treatment now that they are still serving, not retired. For instance, the case of former Vice Chancellor of Ahmadu Bello University, Zaria and Minister of Internal Affairs, Prof. Ishaya Audu who died in August 2005 with paltry N47.00 as his monthly pension is yet to be resolved according to Kumolu (2012) is an eye opener.

In the same line, academic staff expressed their fears of retiring into penury observed Uma et al (2015) given the shabby treatment, irregularities and manner of management of the contributory pension policy, the PRA, 2004. The fears, they further argued emanated from the irregularities in the administration of the retirement savings account (RSA) and the lower amount perceived as their benefits on retirement which compelled the academic staff union of University of Lagos to draw the attention of the PFA and PENCOM who up until 2012, have not responded. These fears can generate the feeling of frustration and anxiety which can cause academic staff to leave for other areas where they may feel secured.

From the above reviews and explanations, it may imply that retirement benefit amount and process of payment is causing hardship to retired academic staff creating the feeling of frustration and anxiety among serving academic staff and desire to leave and find another job with better offer. It is therefore worthwhile to investigate why the amount and process of payment of retirement benefit is causing hardship

despite the growth in pension assets and growth in government revenue and how it impacts academic staff attrition in tertiary institutions especially in view of its effects on effective management of the tertiary institutions in Adamawa state, Nigeria.

2.5.2 Individual Savings and Academic Staff Attrition in Tertiary institutions

The importance of pension fund to the economic growth and development of any economy according to Njuguna (2010) cannot be over emphasized as global indices indicates that pension assets are playing an important role in mobilizing savings for investment in critical sectors. However, Ward & Zurbrueg (as cited in Mutemeri, 2013) observed that, development of the retirement savings schemes when instituted on a compulsory basis, contractual savings plans (insurance and pensions funds) raise the level of aggregate savings if they involved a rate of mandatory savings that is higher than the rate to which households would have opted voluntarily. Similarly, Debreu (as cited in Mutemeri, 2013) outlines that development of contractual savings greatly increases the supply of long term financial markets injecting investments in the country's economy and reducing the implicit debt of retirement benefits.

Section 9 (4) of the Pension Reform Act (2004) allows for voluntary contributions (savings) which gives opportunity for the self - employed and those working in informal sectors with less than 5 employees to open retirement savings accounts (RSA) with Pension Fund Administrators (PFA) of their choice and make contributions to assist improvident individuals save later for their livelihood during old age or retirement.

Financial security for elderly citizens according to Hayward and Gorman (2004) enhances their status within the household; they are considered a resource as opposed to a burden. In support of this Rajan (2002) examined social pension programs in India, Bangladesh, and Sri Lanka and indicated that all the 29 Indian states have programs in place to assist impoverished older persons. Specifically, the author continued, most of the states have special pension schemes for agricultural labourers. The author pointed out however that the programs have not been effective in providing financial security for the elderly population.

Rajan (2002) also reported that although the government of India launched a voluntary pension scheme for informal sector workers in 2001 (OASIS project), workers were deterred by the high transactions costs and consequently, did not

embrace the program. With respect to Sri Lanka, the author indicated that a voluntary and contributory pension scheme is available for self - employed workers between the ages of 18 to 59. The article however does not provide details regarding contribution requirements or participation rate. The author further pointed out that the programme in Bangladesh does not necessarily target self-employed workers but rather aims at helping extremely poor older people. The article however does not provide the criteria used to determine the extremely poor among the elderly population who qualify for assistance.

Shenand Williamson (2006), observed that disparity in protection against old age poverty exists between rural and urban areas and not necessarily between workers in the formal and informal sectors, respectively. The study is based on interviews conducted in China as well as data retrieved from the Chinese database. Documents examined include government documents, newspapers, and reports on relevant programmes in China and other developing countries. Interviews were conducted in north-eastern China; however, the article does not provide details regarding the kind of interviews conducted, participant selection criteria, or the sample size. They argued, based on an analysis of economic conditions in rural China, that the most appropriate social pension for rural pension is a universal pension scheme. They also maintained that feasibility studies conducted in many low income countries, such as Namibia and Mozambique, show that the cost of a universal pension scheme is an insignificant fraction of the GDP and therefore, inexpensive.

Shen & Williamson (2006), further argued that poverty is transmissible between generations and indicated that in Cambodia, for example, children who inherited uneconomic plots - plots with no commercial value - were unable to support their ageing parents. The transmission of poverty among generations is also part of the problems causing inadequacy of retirement benefits in Nigeria. The retirees have to support large family size with the little amount of pension and gratuity being most likely the only member of the family who enjoyed government employment.

Heslop & Gorman (2002), argued that, current poverty reduction initiatives disregard the intergenerational dimension of poverty. They maintained that extreme poverty is an intergenerational phenomenon as poverty experienced in adulthood exacerbates with age and impacts the household. It is reported that many developing countries do

not have existing administrative infrastructure to prevent old age poverty through enhanced savings. And that retirement is elusive to the majority of older people in developing countries as older people in most developing countries are compelled to work, even in poor health, due to financial insecurity. Heslop et al (2002), further argued that although discussion of income security in old age is dominated by proponents for universal versus individual contribution pension schemes, discussions on pension support for a majority of the workforce who work in the informal sector is limited.

McKinnon & Sigg (2003), pointed out that due to a demographic shift currently under way, it is imperative for governments in developing countries to extend social security protection to the elderly who have no financial security. However, the study did not provide measures which governments in developing countries could take in order to enhance individual savings for retirement in the informal sector. Contributory social security has failed in developing countries as it provides protection only to the minority of the total workforce, McKinnon et al (2003).

Schwarz (2003), argued, in a World Bank Report on Old Age Security and Social Pensions, that extension of contributory social security coverage will be counterproductive in low income countries where capacity to save for retirement is very little. Schwarz maintained that a contributory pension scheme for workers in informal employment would be insufficient to prevent old age poverty. And pointed out that, in addition to imperfections of the traditions of family support in old age, contributory pension schemes may not be favourable to informal sector workers with limited income as "some people will always be too poor to save. Schwarz lamented that in South Asia; an average of 10 per cent of the total workforce has social security protection and is in the process of expanding. In Africa, Schwarz (2003), continued, less than 10 per cent of the workforce has social security protection. This number is declining as younger workers are joining the informal sector and maintained that unless income levels rise substantially in developing countries, social security protection will remain elusive to the majority of the elderly Schwarz (2003).

However, Barrientos (2007), holds a contrary view reporting, in an ISSA Technical Report on Old Age Income Security in Low Income Countries, that rapid demographic change and economic transformation will impact old age support and

livelihoods of older people in low income countries. He indicated that the growth of the informal sector in low-income countries is an impediment to extending contributory social security coverage to self-employed workers. He also pointed out that there is a positive correlation between old-age, poverty, and vulnerability and argued that a non - contributory pension schemes provide financial security to the elderly. But did not justify why or even how? Barrientos (2007), further argued that the high incidence of old - age poverty and vulnerability should galvanize public policy responses to ensure adequate protection against poverty amongst the elderly. And argued that the share of workforce engaged in informal employment in many low income countries restrict governments' capacity to collect taxes. However, initiatives toward non-contributory pension schemes require innovative resource mobilization (Barrientos, 2008).

Kannan (2002), observed that extreme poverty among the elderly is a rare phenomenon in the Indian state of Kerala due to an existing Welfare Fund Model of social security arrangements for workers in the informal sector which has encouraged and facilitated savings. The report is based on a study of Collective Arrangements among Workers and Non-Workers in the Informal Sector in the State of Kerala. Similarly Kannan (2002), reported that participation in the Welfare Fund, established in 1969, is open to all categories of workers in the informal sector but contributions vary between occupations and groups of workers was based on individuals ability to save. That was why the coverage ranges between 50 and 90 per cent of the targeted population.

Schwarz (2006), further added that financing pension systems through contributions based on wages and savings impacts poverty. Saving for retirement compliance among the self-employed is low even in developed countries. For instance, compliance among the self - employed in the United States is estimated at less than 50, whereas compliance stands at 96 per cent for the rest of the population. Drawing upon data of selected developing countries from the World Bank database spanning 15 years prior, Schwarz (2006), said it is recommended that, governments should initiate policies aimed at the welfare of the elderly which encourage workers to save early enough as opposed to individualistic pension system.

However the massive mismanagement and mal-administration of fund and frauds that characterized the defined benefits continued at an alarming outrageous scale caused workers confidence in the new pension scheme to be in doubt. These among other factors forced stakeholders in the sector back to the drawing board to address certain issues and coalholes in the 2004 Act. The efforts reached climax on 1st July 2014 when new pension reform act 2014 was passed into law which repealed the PRA 2004 –The anew act is an improvement of the 2004 Act, and offers more assurance and safety to workers and retirees.

The involvement of the state in the entire administration of the retirement policy is justified here by the power resource theory in Nigeria as a welfare state for ensuring equity in the redistribution of resources viewed as a function of the organizational resources of the working class. This is further confirmed by the role played the workers unions in bringing about the new retirement policy in 2004 and its review in 2014 respectively. The retirement as a life transition involving varied challenges is also supported by the continuity theory of retirement by Atchley (1971) which explains retirement as a life transition in which the retirees will always want to maintain the same life styles or activities, behaviours and relationships as they experienced during their working lives necessitating the need for it to be planned. similarly, Elder's (1985) Life Course Perspective Theory helps to explain retirement as a life course affected by many factors like amount and process of retirement benefits payment, economic factors, family size, rank and level of education among others.

While, academic staff attrition is justified by equity and fairness theory put forward by John Stacey Adams which posits that employees will always prefer situations of balance or equity, which exists when employees work on the ratio of their outcomes and inputs of others for the purpose of comparison in organizations. That is, employees usually compare their inputs (educational qualification, expertise, skills and experience) against their outputs (income or benefits) in relation to others or their counter parts of similar qualities in other organizations. How fair the benefits are will affect the employee's loyalty to the organization which has been viewed as employees desire to stay with an organization or leave (attrite).

2.5.3 Growth of Pension Liabilities and Academic Staff Attrition

The reform of the retirement policy in Nigeria was necessary because government was no longer able to adequately meet its payment of retirement benefits (provision) obligations. Maikudi (2006), observed that between 1998 and 2004 for instance, pension entitlements increased by about 75%. This means that, a pensioner on an allowance of N10, 000 per month in 1998 was as at 2004, receiving about 75,000 per month. He argued that these increases in the pension liabilities entitlements were done with little or no thought to the fiscal consequences. But the actual pay was far less than the old pay because, in the PRA 2004 policy, retirees are to collect 50% of their last pay as lump sum pay on retirement while in the old system it was 80% of their last pay that a retiree will collect as gratuity. Also here in the new policy gratuity has been eliminated and the retiree is left to depend on his savings as contributions. Consequently by 2004, the defined benefit, pay as you go or earn system become unsustainable with outstanding liabilities nation ward estimated at over 2 trillion or approximately 25% of the GDP. The increase in government spending on pension was then estimated at 4.8% of the national budget and 1.15% of GDP was not near enough to cover this outstanding liability (Maikudi, 2006).

The success of the pension to the retirees is measured by their receipts of the benefits due them. For example, Akinola (2014), asserts that the failure of the Defined Benefit Scheme (DBS) was evident because of the late payment of benefits to retirees, poor management of the scheme, corruption, lack of coverage across private and informal sectors and accumulation of pension liabilities which has caused many public sector employees to change their jobs and in some cases leave the country for greener pastures. Since the problem of none or delayed payment of retirement benefits still persists despite more than ten years of review and adoption of the New PRA 2004, it could be viewed as unsustainable.

The Nigerian retirement plans for both the public and private sectors according to Demaki & Dedekuma (2006), were crisis-ridden before the introduction of the 2004 Pension Reform Act. As at then, it was estimated that over 2 trillion Naira pension liabilities were owed to retirees of the public sector in the country. But the entire budget of the country was not up to the value of pension liabilities of the Nigerian government in 2003. In addition to the bankruptcy faced the public sector pension administration they argued, witnessed weak and inefficient pension administration,

prevalence of arbitrary increase in salaries that affected pensions, poor administrative structures for pension schemes and lack of comprehensive regulatory framework for the pension industry. The private sector was not better either. Dorstal (2010) summarized major failings of the NSITF scheme as documented by others like ILO (2006) and Casey & Dorstal (2008) to include the scope of coverage, high administrative cost, low pension pay-outs, and high fragmentation of the scheme. Dorstal (2010) observed that only about only 10 per cent of the Nigerian work force (app. 4.8 million out of 48 million) belonged to the formal employment sector out of which app. 3.7 million also belonged to a pension scheme.

Marcellus and Osadebe (2014) observed that, the scheme was successful in addressing the huge amount of pension deficit incurred in the old pension scheme. Under the new pension scheme, the Nigeria's pension industry has recorded a number of successes and witnessed a significant growth. "Pension assets have grown from ₦265 billion (\$1.77 billion) in 2006, when the scheme became generally effective to ₦1.3 trillion (\$8.67 billion) in September 2009" (BGL, 2010). Therefore, Pension Fund Administrators can be said to have contributed a lot in virtually all the successes of the new pension scheme since its inception.

The scheme is uniform and flexible in the sense that an employee can be able to move across different sectors while maintaining his Retirement Savings Account (RSA). Apart from reducing the hardships being faced by the employees, the scheme also generated employment through the creation of the PFAs etcetera. Despite the above "Kudos" given to the new pension reform and the Pension Fund Administrators in particular, there still exists the challenge of stemming the growth of pension liabilities facing the scheme.

Prior to the 23004 PRA, the pension scheme in Nigeria was a largely defective defined benefits system plagued with several challenges, chiefly, insecurity of pension funds and assets, poor funding and non - payment of pension benefits to the retirees. In the public sector, the pension scheme was non-contributory and pension benefits came from government budgets and therefore unfunded argued Akinola (2014). Similarly, Iyida (2015), added that regular upward reviews of pensions and gratuities without appropriate strategies for funding or financing the scheme generated a heavy financial liabilities which as more retirees joined the ranks of

pensioners, it become almost impossible for government to overcome the problem of benefit payment such that by the end of 2005, Federal and State Governments had a pension backlog or liabilities of more than ₦2.6 trillion. This has continued to pose challenges for effective implementation of the retirement policy which has continued to erode academic staff confidence in the system and therefore try to look for alternatives. In the private sector, many of the schemes were mere saving schemes. Generally, there were serious structural problems of wrong assessment of liabilities non-payment and delayed payment of pension benefits, non-coverage, non-preservation of pension benefits, administrative bottlenecks, bureaucracies, gross abuse and misuse of pension fund benefits and no adequate safeguard of pension funds as observed by Ojunugwa, Isaiah & Longinus (2013).

The 2004 Act introduced a multi pillar, systematic pension reforms introducing the defined contribution scheme and providing innovative solutions to the existing problems. One of such innovations was the establishment of a Retirement Savings Account (RSA) for every eligible employee. The 2004 Act specified a mandatory rate of contribution for both employers and employees (7.5%) while permitting the employer to bear the full burden. It mandated and employer to deduct the contributions and remit them to the custodians within 7 days of paying the employee his salary with monthly penalties for defaulting employers. The 2004 Act also encouraged employees to make voluntary contributions to their SRA and made such contribution a tax deductible expense.

2.5.4 Establishment of Uniform rules and Academic staff attrition in tertiary institutions

The New PRA (2004), covers only those who were already pensioners and those with 3 years to retirement as from 2004 were exempted from the scheme. The new scheme applies only to the workers from 2008. It is however not uniform to all categories of workers because there is no uniformity in the rules and regulation governing its implementation by all ministries and sectors. For instance, Section 8 (2) of the 2004 PRA exempts judiciary workers from the new pension scheme entirely as they are to retire after 70 years with their full salaries and allowances as pointed out by Fapohunda (2013).

Similarly, Umar, Oni & Emmanuel (2012), observed that some parastatals were allowed to have individual arrangements for their staff and appoint Boards of Trustees (BOT) to administer their pension plans and there were also free to decide on whether to maintain an insured scheme or self-administered arrangements. These practices in the policy have created reason for other workers to leave their jobs for better conditions of retirement in other organization. They added that, many university lecturers Faculty of Law have migrated to Courts and Ministry of Justice to retire with their full salary and allowances. Other areas of discriminations in the rules and regulations affecting the payment and administration of the new retirement benefits in the new policy according to Umar, Oni and Emmanuel (2012), include;

a) The uniform rules and regulations.

The Act discriminates in favour of certain state employees including the military and the judiciary. Section 9 of the Act requires most public and private sector employees to pay seven and half per cent of their salary as pension contributions. In contrast, for military staff, the rate is reduced to only two and half per cent. The Pension Reform Act 2004 exempts two groups of state employees from the Act [S. 8(3)]. These are:

“Any employee who at the commencement of this Act is entitled to retirement benefits under any pension scheme existing before the commencement of this Act but has 3 or fewer years to retire shall be exempted from the Scheme”
[S. 8(1)] and judicial officers.

Section 291(3) of the 1999 Constitution of the Federal Republic of Nigeria (FGN, 1999), provides that any of the listed judicial officers shall be entitled to pension for life at a rate equivalent to his last annual salary and all his allowances, in addition to any other retirement benefits to which he may be entitled”, provided he has been in that position for a period not less than fifteen years” [S. 291(3)(a)]. These rates of contribution and benefits are in direct conflict with the Nigerian constitution and the principle of equality. This has created a situation where other organizations do not deduct their employee salaries, but instead pat the entire deduction on behalf of the employees. This can make some employees seek employment with those organizations who do not deduct their workers’ salaries thereby increasing the attrition rate.

b) Ambiguity in the definition of minimum retirement age

In the public sector, the statutory retirement age is either 60 years or 35 years of service, whichever comes first. In the private sector, retirement age varies between 55 and 60 years (PRA, 2004). The factor of 35 years of service does not apply to the private sector. After retirement, professionals with special skills may be employed on a contract basis. Section 4(1) of the Pensions Act (CAP 436 laws of the Federation of Nigeria), 1999 had clear provisions on the minimum retirement age. But the Pension Reform Act 2004 contains no specific provision on same. It only stipulates that no person shall be entitled to make any withdrawal from their retirement savings account before attaining the age of 50 years [Section 3(1)] This is the first of several examples of where the new Act makes the law less prescriptive and devolves aspects of the management of the pension scheme to regulatory bodies or individual employees. As a result, legal protection that previously existed for employees is removed. This is consistent with neoliberal aims of deregulation and a more flexible work-force.

Whilst Section 3(1) provides that no person shall be entitled to make any withdrawals from his retirement savings account before attaining the age of 50 years, Section 3(2)(c) states a contradictory provision permitting withdrawal from the retirement savings account by an employee who retires before the age of 50 years. Section 3(2)(C) provides as follows: 3(2)(C) ...

*Any employee who retires before the age of 50 years in accordance
with the terms and conditions of his employment shall be entitled
to make withdrawals in accordance with Section 4 of this Act.*

Thus the Act accepts, that employees could retire before attaining the age of 50, in accordance with the terms and conditions of employment and that there is now no uniform retirement age (even in the public sector). Such issues have been deregulated and employers and employees are required to determine retirement age through negotiation and agreement.

Similarly, section 14 of part IV of the new policy also created some ambiguity by stating that, “where an employee transfers his employment from one employer or organization to another, the same retirement savings account shall continue to be maintained by the employee or be transferred subject to section 13 of this bill”(FRN,

2014), also encourage academic staff attrition. This position is supported by finding from a study by (Akowe, Ocheni & Daniel 2015), which evaluated the contribution of Portfolios of new Contributory Pension Scheme on Nigerian economy which found that, the new policy enhances labour mobility as workers can work freely from one organization to another without losing any benefit, in other words, should a worker worked for relatively short period in one organization and move to another, he or she has nothing to lose in terms of retirement benefits.

c) Conflicting rules as a cause for Delay in Payment of Retirement Benefits

One of the key problems and hardships which the Pension Reform Act 2004 sought to remove was the non-payment of retirement benefit as and when due [S.2(a)]. In contrast, in Section 4(2) the Act legalizes delays in the payment of retirement benefits. Section 4(2) provides that when an employee retires before the age of 50 years in accordance with the terms and conditions of his employment [S.3 (2)(C)], the employee may, on request, withdraw a lump sum of money not more than 25 per cent of the amount standing to the credit of the retirement savings account provided that such withdrawal shall only be made after six months of such retirement and the retired employee does not secure another employment [S.4(2)]. It does not seem to matter to the lawmakers that a retired employee or members of his or her family may die within the six month waiting period before he or she becomes entitled to receive their lump sum.

2.6 Academic staff attrition

Cooper and Alvarado (2006) define attrition as leaving teaching altogether, either to take another job outside of teaching, for personal reasons such as to raise a child, health problems, family relocation, and retirement. Literature shows several factors cited as causes for teacher attrition but the study will confine the discussion to the impact of this phenomenon on the impact of implementation practices of retirement policy 2004 on academic staff attrition in tertiary institutions.

Academic staff attrition is a universal problem which is frequently positioned as either a problem for workforce planning and resources, or as an indicator of the relatively poor quality of schooling and teacher morale (Pitsoe, 2013; Tshabalala, & Ncube, 2014). In the USA, 50% of teachers leave the profession during the first five years of employment (Laurence, 2015). This, according to Borman and Dowling's

(2008) view, makes it difficult for schools to attract and develop effective and competent academic staff. While well - resourced schools are able to attract good quality academic staff, under-resourced and rural schools struggle to do likewise (Laurence, 2015). This leads to learners from poor, low income communities being taught by less experienced, and least effective and competent academic staff. The broad consensus among educational researchers is that teacher quality has a larger impact on learner achievement than any other school-related factor (Pitsoe, 2013).

Another consequence of academic staff attrition is the likelihood of out-of-field teaching, where academic staff teaches subjects for which they have not been trained to teach (Pitsoe, 2013). This can result in poor teaching which may hamper students wishing to specialise in those subjects. The persistent dismal performance in the national examinations in Nigeria has been attributed to the out-of-field teaching. It is a common site of our schools, particularly tertiary institutions to find Academic staff that majors in biology teaching chemistry or majors in curriculum is teaching educational management and planning. This has also affected academic staff' morale and has caused loss of public confidence in teaching and teachers in general in Nigeria.

In addition, attrition creates unplanned instructional and organisational costs which tend to destabilise learning communities and directly affect learning (Ronfeldt, Lankford, Loeb & Wyckoff, 2013). These costs may vary depending on the demographic makeup of an institution. An empirical study conducted by Ronfeldt et al., (2013) found that the negative effects of academic staff attrition are greater for lower performing and poor students than for their higher performing non-poor peers.

Furthermore, Simon and Johnson (2013) assert that attrition destroys the kind of continuity that is needed to build and sustain trustful relationships among academic staff, learners, and families. These relationships take time to build and are crucial in forming a sense of community bound by a common mission and an agreed upon strategy for achieving it. These sustained and stable relationships also allow tertiary institutions to establish norms for instructional quality, professional conduct, learner behaviour, and parental involvement all which are linked to learner performance (Tigeres, 2016). The role of school management teams and leaders in managing factors that influence learner academic staff attrition in tertiary institutions has

become crucial in view of the high Academic staff attrition rates. This has further generated the need for country-wide study to provide base-line data for adequate academic staff attrition management in Nigeria.

2.7 Distinction between Academic Staff Attrition and Turnover

Attrition is reduction in force by means of resignations, retirements and death, while Turnover is defined as a change in the workforce due to accessions, quits, discharges, and layoffs. Dwivedi (2013), stated that, employers generally consider attrition as a loss of valuable employees and talent. However there is more to attrition than a shrinking workforce. As employees leave an organization, they take with them much-needed skills, qualifications and experiences that they have developed during their tenure. On the other hand, junior professionals with promising qualifications can then succeed into higher level positions.

There are according to Sharma (2015), two basic types of involuntary termination, known often as being “fired” and “laid off.” To be fired, as opposed to being laid off, is generally thought of to be the employee’s fault, and therefore is considered in most cases to be dishonourable and a sign of failure. Typically, Mayhew (2016), argued that the characteristics of employees who engage in involuntary attrition are no different from job stayers. However, voluntary attrition can be predicted (and in turn, controlled) by the construct of attrition intent. Voluntary attrition is the most important issue that organizations should think about emphasised Sharma (2015).

Another important distinction according to Nagadevara, Srinivasan, & Valk (2008), is between functional and dysfunctional voluntary attrition. Dysfunctional attrition is harmful to the organization and can take numerous forms, including the exit of high performers and employees with hard-to-replace skills, departures of women or minority group members that erode the diversity of a company’s workforce, and attrition rates that lead to high replacement costs. By contrast, functional attrition does not hurt an organization. Examples of this type of attrition include the exit of poor performers or employees whose talents are easy to replace.

In an attempt to distinguish between attrition and turnover, Cascio (2010), states that, from the organization point of view, there are four broad types of internal movements or moves: up, down, over, and out. These moves correspond to promotions (up). Demotions (down), transfers and relocations (over), while, layoffs, retirements, and

resignations (out). Technically, dismissals also fall into the last (out) category. He argued that, the last category which consist of layoffs, retirements, resignations and dismissal as attrition; while promotions, demotions transfers and relocation as turnover because in most cases such movements are replaced either immediately or after a short time. These movements can be depicted in diagram as below in Figure 3: showing the distinction between turnover and attrition.

Employee movements in and out of organization

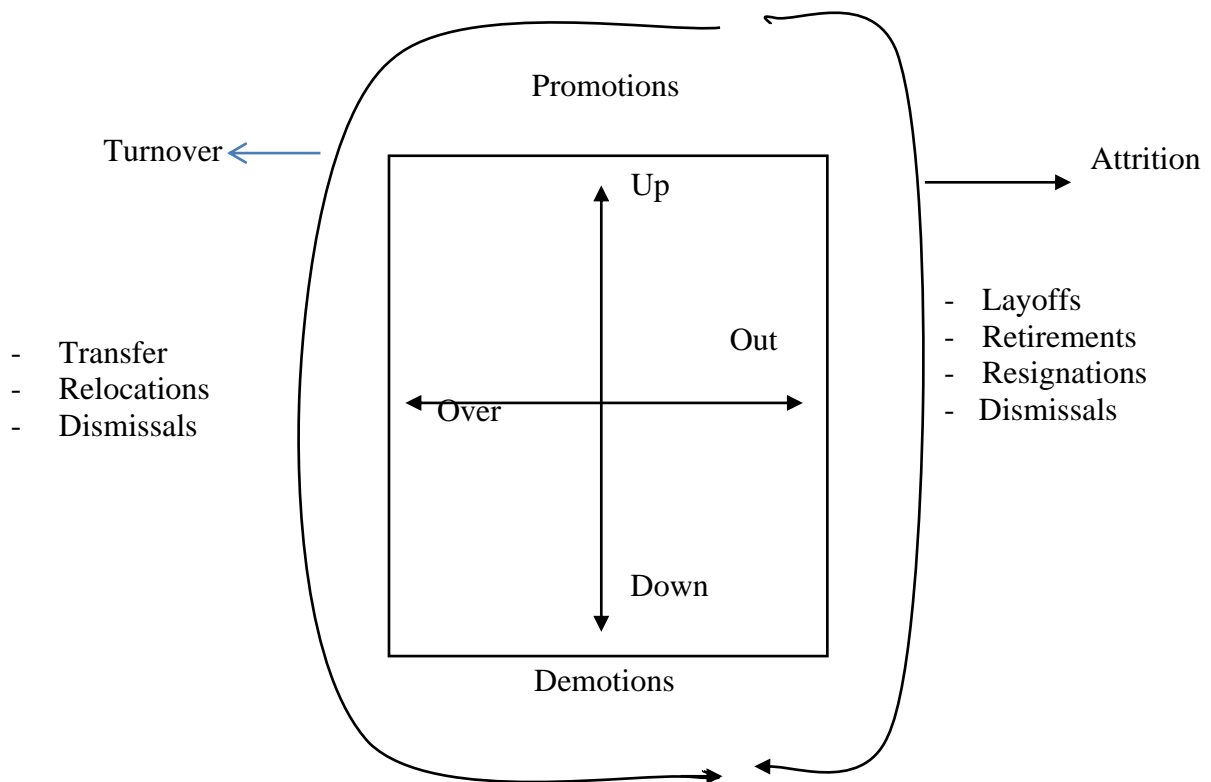


Figure 3: Employee movements in and out of organization

Source: Rosen & Jerdee (1985) in Bernardin & Russell (2013).

Dwivedi (2013), argued that, there is one primary difference between attrition and turnover. Attrition is the abandonment of a position due to retirement, resignation, death or other similar reasons. Therefore, attrition decreases the workforce because there are no immediate replacements. Turnover, on the other hand, represents the number of employees who leave the organization, but with immediate replacements. Attrition is most often voluntary, while turnover can result from voluntary resignation or involuntary termination, discharge, promotion, demotion, transfer, dismissal or layoff. The difference being that attrition is a function of a declining workforce, whereas turnover is the function of a stable or expanding work-force.

The general measure of turnover and attrition is a percentage, derived from the number of separations divided by the total number of workers on the payroll (Dwivedi, 2013, Yiu& Saner, 2014; Sharma, 2015).

This study draws on the submission made by Mayhew (2016), who states that, “turnover” and “attrition” are business and human resource terms that are often confused. There several types of turnover, but attrition usually can be described as a reduction in work force brought by retirement, resignation, death or natural causes in which the departed is not replaced. Other terms used by authors for attrition are; total turnover, quits, exits, mobility, wastage rate, migration or succession. Whatever name it is called, attrition in this study is considered as reduction in the number of employees (e.g. academic staff) through retirement, voluntary or involuntary resignation or death. Good attrition is when less productive employees leave, while, bad attrition is where high performers, high skilled and competent employees leave. Employee attrition within an organization is a normal part of organizational functioning and while a certain level of attrition is to be expected and be beneficial to the institution, exclusively high attrition may be dysfunctional to the institution stressed Allen (2008).

2.8 Comparison between the old and New Pension (Retirement scheme)

Lawal (2014), argued that, one major distraction between Defined Benefits(DB) pension scheme and defined contribution (DC) scheme is that the former the scheme supervisor usually the government or employer set aside funds to provide retirement benefits while in the later, retirement benefits are financed by individuals and collective savings as further observed by Gunu & Tsodo (2012).

Table 2: Comparison between Old and New Scheme (DB and DC)

	Old scheme (DB)	New Scheme (DC)
1. Type	Largely defined benefit	Defined contribution
2. Funding	Mostly unfunded and pay as you go (PAYG)	Contributory and Fully Funded
3. Membership	Voluntary in private sector	Mandatory for all employees in the public and private sectors except pensioners and those with 3 years to retire.
4. Pension portability	Not portable	Personalized and very profitable/portable
5. Management	Largely stated and management unions	Private sector and individual choice.
6. Retirement benefit		Uniform application
7. Supervision	Fragmented and unregulated (SEC, NAICOM and ITB)	Strictly regulated by PENCOM
8. Pension liability	implicit and non-Transparent	Implicit and not transparent
9. Tax exemption	Limited	Contributions and retirement benefit (Double Tax).
10. Insurance policy	Voluntary and mostly in private sectors	i. mandatory for all employees ii. 3 times the employee emolument.
11. Dismiss at from service	No pension benefits	Full pension rights
12. Collateral for loans	Benefits could be used as collaterals	Benefits cannot be used as collaterals
13. Deduction from benefits	Benefits can be subjected to deductions especially employers in any financial obligations in the employee	Contents of RSA can be used for payment of retirement benefits only.
14. Claiming retirement benefits	Cumbersome	Straight forward
15. Minimum service years	Generally 5 years for gratuity and 10 years for pensions	Month of employment for all benefits subjects to minimum age
16. Gratuity	Provided to those qualified	Provision for Lump sum withdrawal
17. Risk Management	No Risk management	Adequate Provision

Source: Ahmad, M. K.(as cited in Odia & Okoye, 2012, P. 14)

2.9 Rationale behind retirement benefit (pensions and gratuity)

The reason for pension scheme according to Fapohunda (2013), stems from the fact that first, an organization or government has a moral and solid obligation to provide a

reasonable degree of social security for its workers especially those who have served for a long period. Second, the organization has to demonstrate that it has the interest of its employees at heart through pension schemes. The most popular way to determine the amount of an employee's pension is to base payment upon a percentage of the employee's earnings computed at an average over several years multiplied by the number of years the employee has served the Company / country.

Fapohunda(2013), defined pension simply as the amount set aside either by an employer or an employee or both to ensure that at retirement, there is something for employees to fall back on as in income. It ensures that at old age workers (retirees) will not be stranded financially. It is aimed at providing workers with security by building up plans that are capable of providing guaranteed income to them when they retire or to their dependants when death occurs. The most popular way to determine the amount of an employee's pension is to base payment upon a percentage of the employee's earnings computed at an average over several years multiplied by the number of years the employee has served the Company / country. Marcellus & Osadebe (2014), states that a pension is simply defined as the amount paid by government or company to an employee after working for some specific period of time, when the employee has left the employ as a result of old age, injury and move to another job or and other defined reason.

Umaret al, (2012), conducted a study on contributory pension system as a tool for economic growth in Nigeria using a survey design and descriptive statistics as method of data analysis revealed that pension fund investments in domestic equities amounted to 240.38 billion (2.36% of total market capitalization) in 2007, 3.17% in 2008, 4.42% in 2009 and 4.53% in 2010. The study concludes that despite the fact that the CPS has begun to contribute to the increase in growth and development of not only the Nigerian capital market but the economy in general, it has not improved the welfare of retirees. It recommends that pen com should encourage employers / employees in the informed sector, non- governmental organizations and self-employed to participate in the CPS in order to enhance mobilization of more savings. This is because of the important role pension funds play in economic development of the individual and the country. This indicates that the main rationale for the PRA 2004 policy review was not to enhance old age income but for the growth of capital market, and capital projects for economic development.

2.10 Related Empirical Studies

This section of the study was discussed some related empirical studies under the following headings; Empirical studies globally; Studies from Sub-Saharan Africa; East African Experience; Empirical studies from Nigeria; and Adamawa State Evidence (study context). They are presented as follows:

2.10.1 Empirical Studies Globally'

In America, Barrientos (2007), reported in an ISSA Technical Report on Old Age Income Security in low income countries, that rapid demographic change and economic transformation will impact old age support/livelihoods of older people in low income countries. However, in Europe, Barrientos (2008), argued that old-age poverty is a low priority for governments in Latin America although old-age poverty is a significant issue in the region. He maintained that pension reforms in Latin America have overlooked financial insecurity among the elderly population. The report is based on the study of experiences of selected countries in Latin America with existing social protection programmes focused on the elderly poor. He suggested that developing countries could implement universal cash transfers to protect the elderly against poverty as targeted programmes tend to exclude some of the elderly poor. Strategies for increased revenue when the majority of the workforce is in informal employment were not provided.

In Asia, financial security for elderly citizens enhances their status within the household; they are considered a resource as opposed to a burden (Gorman, 2004), Rajan (2002), examined social pension programs in India, Bangladesh, and Sri Lanka and indicated that all the 29 Indian states have programs in place to assist impoverished older persons. Specifically, the author continued, most of the states have special pension schemes for agricultural labourers. The author pointed out however that the programs have not been effective in providing financial security for the elderly population. Rajan (2002), also reported that although the government of India launched a voluntary pension scheme for informal sector workers in 2001 (i.e., OASIS project), workers were deterred by the high transactions costs and consequently, did not embrace the program. With respect to Sri Lanka, the author indicated that a voluntary and contributory pension scheme is available for self-employed workers between the ages of 18 to 59. The article however does not provide details regarding contribution requirements or participation rate. The author

further pointed out that the programme in Bangladesh does not necessarily target self-employed workers but rather aims at helping extremely poor older people. The article however does not provide the criteria used to determine the extremely poor among the elderly population who qualify for assistance. Schwarz (2003), also reported that in South Asia, an average of 10 percent of the total workforce has social security protection and is in the process of expanding.

Shen et al (2006), observed that disparity for protection against old age poverty exists between rural and urban areas and not necessarily between workers in the formal and informal sectors respectively. The study is based on interviews conducted in China as well as data retrieved from the Chinese database. Documents examined include government documents, newspapers, and reports on relevant programmes in China and other developing countries. Interviews were conducted in North- Eastern China; however, the article does not provide details regarding the kind of interviews conducted, participant selection criteria, or the sample size. They argued, based on an analysis of economic conditions in rural China, that the most appropriate social pension for rural pension is a universal pension scheme.

2.10.2 Studies from Sub-Saharan Africa

Tetty (2010), conducted a study on academic staff attrition at African Universities using five African Universities (Botswana, Ghana, Ibadan-Nigeria, Kwa-Zulu Natal and Makerere (Uganda) as case studies. The study sought to determine the factors causing academic staff attrition and to suggest possible solutions. It was based on the assumption that African Universities continue to contend with a shortage of academic staff and so do not seem capable of mobilizing the intellectual capacity to drive capacity-building efforts on the continent. The study employed mixed methods research with survey design using self-administered questionnaires and interview were conducted with heads of departments, deans, provosts and vice-chancellors or their representatives. Findings revealed that, all the target units of the Universities have difficulties recruiting academic staff at the same time as some of them are losing existing staff to attrition. Even in departments where there are no significant attrition, the problem of recruitment is a living reality. It also found out that low pay (salaries and benefits) are major reason for academic staff attrition.

Tetty (2010), concluded that, dissatisfaction with salaries and benefits are key factors undermining academic staff commitment and loyalty to the institutions and consequently, their intent or decision for attrition. The study has shown how important benefits and pay are as factors affecting academic staff attrition decisions in tertiary institutions. Employing a wider coverage of five African universities located in five different countries, it has also helped to expose the magnitude of the problem further justifying the need for this study to uncover country specific dimension of the problem using more robust method.

In Ghana, Kpessa, (2011), examined the politics of retirement income security policy in Ghana: Historical trajectories and transformative capabilities using a book review. The study specifically analysed the development and transformation of retirement income policy in Ghana. The study revealed that the study of retirement, old age income support and pensions policies in the developing countries has been relegated to the background largely because such programmes are limited in scope to pensions only and cover only a small fraction of the population, mostly government workers. It also summed up that because retirement policies address issue relating to income security at retirement, it is crucial that we understand how they were developed over time by policy makers while paying special attention to the domestic political factors that shaped their decisions. Contrary to the conventional wisdom in which social security policies were framed as by - products of development and industrialization, it argued that formal retirement income policies in Ghana have often been designed to promote socio-economic and political development in various ways beyond the exigency of retirement income security.

The review shows that while old age income support policies, which focused mostly in the formal labour market, were used to encourage, promote labour productivity in the colonial service, the postcolonial trajectories of such policies emphasized capital accumulation and mobilization of political support at the expense of retirees' sufferings. This study helps to highlight the problems of retirement policies in developing countries like Nigeria. It has also exposed the fact that the aims of retirement policies in the developing countries have never been the welfare of retirees, neither has it been for the attraction skilled employees or to promote productivity or loyalty, but that of capital accumulation and mobilization for multi-nationals.

In Ethiopia, Mekonnen (2015), investigated the perception of employees towards this new private organization' employees' pension scheme in relation to various factors that influence perception. As employees previous scheme coverage has its own contribution on the perception towards the new pension scheme the study was conducted at Clinton Health Access Initiative where both Provident fund and the new pension schemes are existing. The study employed descriptive survey design with quantitative approach and used questionnaire for employees and structured interview discussions form management of the organization consisting of 81 sample size. The study findings indicate that employees' perception towards the new pension scheme is mainly affected by lack of adequate information and explanation on the contents of the new pension scheme. Other factors like individuals experience, life style, situations and peers have also its own share on employees' perception towards the new pension scheme. Hence it is recommended to make an awareness creation programs for employees in an organized manner and employer organization and government agency should look and work on other situational factors, like for those project based employee, that influenced employees perceptions. The study is both limited by sample size lack of theoretical framework and limited scope.

2.10.3 East African Experience

In Kenya, Ng'ethe (2013) sought to establish the determinants of academic staff retention in Kenyan public universities. Specifically, the objectives of the study were to establish whether the extrinsic factors (leadership style, remuneration) and intrinsic factors (training, promotion) influenced retention of academic staff, and the moderating effect of personal characteristics (age and education level) on academic staff retention. The study employed survey design on 4976 population of the academic staff in the seven full - fledged public universities covered by the study. Stratified random sampling was used in the first stage to ensure all subgroups were represented. It used both stratified and simple random sampling techniques to select the required sample of 496.

Data collection was done using a structured questionnaire which had both closed-ended (Likert type scale 1-5) questions and open-ended questions. Registrars in charge of administration of the seven public universities were interviewed in order to get in-depth information on retention. Through snowball method, a total of 70 responded to exit questionnaire. Data was analysed using descriptive statistics such

as mean and standard deviation. Inferential statistics included correlation, multiple regression enter method and multiple regression (Stepwise) for moderation analysis. Qualitative data was put into categories based on themes that were aligned to research objectives and was integrated in the discussion of findings. The study revealed that leadership style negatively influenced academic staff retention. The findings also indicated that promotion influenced academic staff retention. In the presence of leadership style, training and promotion, remuneration did not influence academic staff retention. Further, the study established that majority of those who left for studies abroad especially to the United States of America did not return.

The study recommended that leadership style and promotion practices be enhanced to decrease academic staff attrition and to enhance academic staff retention in the tertiary institutions. The study further recommended that improvement in remuneration and training be addressed in order to make these institutions competitive. Additionally, the study suggested for public universities to embrace current trends in employee retention such as employer branding in order to retain the academic staff. Despite the fact that The study brought to the fore, the role of leadership and their leadership style in academic staff retention, it did not link academic staff retention or attrition with retirement and failed to recommend a way out of retirement benefit problems as to help in preventing or minimizing academic staff attrition and enhance academic staff retention in tertiary institutions.

In Tanzania, Sule (2016) carried out “an analysis of retirement benefits and socio-economic development of retirees in Tanzania” The study specifically assessed the retirement benefits, policies and regulations in relation to socio-economic development of retirees in Meru District. The study employed descriptive survey research design with quantitative approach on a sample of 164 respondents obtained using structured questionnaire through simple random sampling method. The outcome indicates that retirees are dependent on their retirement benefits (mainly pensions) for the rest of their retirement life. Also, the factors of retirement benefits are affected by policy and regulations because they put a flat and common rate of benefits which does not take into consideration the changes in cost of living due to inflation.

The study concluded that there is no relationship between retirement benefits, policies / regulations and socio-economic development of retirees in Meru District. This is in direct contradiction with the study second finding. It recommended for a review of the retirement policies and regulations to align with annual adjustments of retirement benefits for indexation of the benefits with changes in cost of living affected by inflation. It recommended for serving workers education and training on retirement planning through entrepreneurship education and training, and for the need to replicate the study in other districts in Tanzania. The study is limited by method for using purely quantitative study on a smaller sample in a study of an entire district. It did not draw inspiration from any theory and has not link retirement benefit to academic staff attrition nor did it show how it affects socio-economic development of retirees in the area under study.

Another study in Tanzania, on “workplace administrative strategies for retention of academic staff in private Universities in Southern Highland zone in Tanzania” was conducted by Mkulu, Adhiambo & Katundano (2017), with the aim of exploring the effects of workplace environment and administrative strategies on academic staff retention in the private Universities in Southern Highland Zone in Tanzania. The study used convergent parallel mixed methods research design being a cross sectional survey and phenomenological study. It used a sample of 250 respondents and collected data using questionnaire, in-depth interview guide and documentary analysis.

The study utilised Statistical Package for Social Sciences (SPSS) version 21.0 for descriptive statistics of mean, standard deviation and chi-square inferential statistics to test for association. The qualitative data was analysed using open and axial coding, meaningful themes and summarisation. The outcome of investigation indicates that workplace factors and administrative strategies affected academic staff retention and attrition. It concluded that academic staff retention is a serious concern that is affecting the Universities and recommended for the provision of attractive workplace environment. The study ignored the issues of retirement and pay as factors in academic staff retention and attrition in underdeveloped market economies with weak financial markets. The study was anchored on Herzberg two factor theory of motivation only looking at workplace environment as the motivator. This study on the contrary employed multiple theoretical perspectives to help explain retirement

policy factors, process of formulation, retirement as a continuous process and as a life course affected by several trajectories that shape individual behaviour in the course of time, and academic staff attrition as the outcome of the interactions among retirement policy factors and life course trajectories in the course of time.

In Uganda, Tingo (2014), carried out “an evaluation of the adequacies of retirement policies and laws in Uganda: the case of National Social Security Fund, Makerere University and Ministry of public service. Specifically, the study evaluated the policies and laws used in the management of retirement of retirement policies in public institutions in Uganda with special focus on the effectiveness and efficiency of the policies or laws for the implementation, monitoring and evaluating retirement policies, requirement for implementation and challenges affecting them. The study used the ABC model as its theoretical framework and exploratory cross sectional and respective approach. The study population comprised of retirees, serving workers and administrators of public institutions with policy makers in the institutions as key informants.

Data analysis was done using the NUDIST package. The results indicates that there is inadequate legal framework for implementing, monitoring and evaluation of retirement policy implementation; lack of qualified staff, lack of funds, mismanagement and corruption as factors affecting retirement policy implementation in Uganda. The study also found that serving workers prepare themselves for retirement because there was no provision for their official retirement planning training and absence of uniform social security policy like most sub-Saharan African countries. It recommended for a transfer of best practices from outside with good success stories, pensions to be made a priority in national budget and converting the present PAYG system with a defined contribution system and making the necessary laws for the management of the scheme. The study is not limited by being purely qualitative study on few sample and absence of theoretical framework but it has not developed any theory nor has it used any to support the findings.

2.10.4 Empirical studies from Nigeria

In Ahmadu Bello University, Zaria, Maikudi (2006), also carried out an Evaluation of the Nigerian Pension Reform (The 2004 Pension Reform Act). This study thus focused on an evaluation of the Pension Reform using a mix of deductive and

inductive Methods. Both primary and secondary data were collected and analysed to answer the research questions about the efficiency and sustainability of the reform, and its capacity to achieve the savings, redistribution and insurance functions. The findings of the study indicate that the new Pension Reform (a) is inefficient compared to the previous one. However, this will improve over time as the system matures (b) is likely to be financially sustainable and (c) is unlikely to be politically sustainable because the case studies show that benefits in the old system are higher than benefits in the new system (d) will achieve the savings function. But the savings rate will ultimately depends on the level of compliance and coverage, and (e) has no provision for the effective redistribution of income from richer segments of the society to those with zero or low lifetime income (f) is unlikely to perform the insurance function because the balances in the Retirement Savings Accounts does not only offer lower retirement benefits compared to the former system, they are also sensitive to inflation and interest rate changes. Despite the fact that the study examined the efficiency and sustainability of the reform, and its capacity to achieve the savings, redistribution and insurance functions, it has not looked at how it will impact the academic staff loyalty and commitment and therefore attrition intentions in the university under study. However, the study was carried out in 2006 two years after the enactment of the act and one year before the start of actual implementation of the PRA in 2007. This creates the need for a study the looks at the policy impacts after more than a decade of its implementation.

Similarly, Jerry (2010) conducted an analysis of the new contributory pension scheme in the Nigeria public sector: issues, problems and prospects. The study aims at examining the need benefits and problems of the contributory pension scheme as well as its management system. Data were collected from both primary and secondary sources. The major data collection instrument is the questionnaire. The data are presented in tables as frequency distribution. In the analysis, the techniques of percentage and frequency are applied the major findings are summarized thus; The Pay-As-You-Go System of pension administration was ineffective and complex; The New contributory pension scheme is effectively funded through joint contribution; The New pension scheme is regulated and supervised PENCOR and management by PFAS and PACS; The scheme is beneficial to both government and retirees; and

there are prospects for success of the scheme. It is the existence of these factors that pose serious challenges to the management of the new contributory pension scheme.

In University of Nigeria Nsukka, Okechukwu (2011) undertook a study on “The administration of retirement policy in Nigerian public sector, implementation problems: The case of University of Nigeria Nsukka”. The study carried out an in-depth study to examine whether the new retirement policy 2004 has been properly implemented in University of Nigeria, Nsukka and to find out the challenges facing it. The employed survey design with mixed methods approach using both primary and secondary data collected through 650 questionnaires distributed to the staff of University of Nigeria Nsukka. The analysis of data was done using simple frequency and percentages for the quantitative analysis and content analysis based on themes were utilized for the qualitative part. The finding showed that the administration of retirement policy 2004 in the University of Nigeria, Nsukka is not effective and efficient. Also, it was established that corruption is one of the problems that has hindered the proper implementation of retirement policy in Nigeria. Based on the findings of this study, it was recommended that the Act should be reviewed and that both retirees and serving workers should form a committee that would monitor the exercise at all levels. The study is limited by scope for being conducted in one institution and for concentrating on the effectiveness of the policy without being specific. For instance the study sought to find out what retirement and pension are and represent, whether the retirement policy is properly being implemented in the university, to determine if the employees of the University of Nigeria are at home with the pension scheme and to find out some of the challenges facing the pension Act 2004. The study used David Easton’s system theory as theoretical lenses to analyses the interplay between the variables. It did not also link the new policy with academic staff attrition. This further justifies the need for this study.

Umar, Oni and Emmanuel (2012) studied the contributory pension system as a tool for economic growth in Nigeria. They used secondary data collected from Annual Reports of National Pension Commission (PENCOM) and analysed it using descriptive statistics, percentages and charts. The study reveals that, pension fund investment in domestic quoted equities amounted to ₦240.38 billion (2.36% of total market capitalization) in 2007, 3.17% in 2008, 4.42% in 2009 and 4.53% in 2010. This however, did not translate into retirees benefits as many retirees have either not

been paid or yet to be paid despite many years of retirement. The study recommends for more monitoring and supervision of the pension management for effective implementation. Further exposing the weakness of the new retirement policy in meeting its stated objectives justifying the need for a more in-depth investigation into the problem as it relate to academic staff attrition.

On a countrywide survey, Dagauda et al (2013), in a study on analysis of the impact of the 2004 pension policy on the welfare of the Nigerian civil servants: A case study of selected federal ministries in Abuja. The analysis was carried out using simple percentage. The findings reveal that, implementation of the New 2004 PRA significantly improved the welfare of civil servants but does not address the problem of corruption and inadequate budgetary allocation and therefore not effective in overcoming the problems which it was enacted to solve.

The study concluded that, government and pension commission must strengthen monitoring and supervision, enforcement of uniform rules and regulations and effective implementation of penalties against offenders. It recommended that government and pension commission should strengthen monitoring and supervisions unit of the commission to assure effective monitoring supervision and enforcement and effective implementation of penalties as provided by the act on non-compliers regardless of their status in the society. The study was not guided by any theoretical framework, nor did make reference to any. The study was based in Abuja the site of government and in few selected ministries where the policy was pilot tested, therefore not a good representation. The data analysis was also done using simple percentages and quantitatively.

Furthermore, Ojonugwa, Isaiah, & Longinus, (2013),evaluated pension fund administration in Nigeria by examining the extent of compliance by employer of labour in funding the Retirement Savings Account (RSA) of their employees as a requirement of the new contributory pension scheme in Nigeria. Key problems facing pension scheme in Nigeria was identified with an overview of the scheme. Though the study did not have any design but used secondary data which were obtained from official publications, national dailies, documentations and internet materials. Data analysis was done using Chi Square statistics. The findings revealed that regular upward reviews of pensions and gratuities in the country without appropriate

strategies for financing the scheme has been the major problem affecting the viability or otherwise of the pension policy.

This study concluded that a well-organized structure that will ensure prompt payment of retirees and pensioners is highly desirable and this must be vigorously pursued by the Nigerian government. It recommended for workers to given the option of having the banks where their salary accounts of is domiciled to make pension deductions on monthly basis possible and have it remitted to the Pension Fund Administrators, and the need for more public enlightenment on the merit of the new contributory pension scheme, the 2004 Pension Reform Act. The government should punish those who steal pension funds to serve as deterrent to others. Despite the fact that the study has been a country wide research; it has not made any reference to academic staff retirement problems and has not linked it with academic staff attrition. Furthermore, the study is a book review; it has not sought the opinions of any worker or retirees; neither has it explored any theory to explain the choice of such method.

In Federal Universities in South-Eastern Nigeria, Jombo (2013), carried out an “Appraisal of the new contributory pension scheme administration in federal Universities in South-Eastern Nigeria, 2004 – 2011” with the broad objective of appraising the administration of the new contributory pension scheme (Pension Reform Act, 2004) in federal Universities in South-Eastern Nigeria from 2004 to 2011. The specific objectives of the study are to determine whether the new contributory pension scheme payment mode has ensured prompt and regular payment of pensioners in federal universities in South-Eastern Nigeria; to enquire whether the investment of the contributory pension funds has generated additional pension benefits to pensioners in federal universities in South-Eastern Nigeria; and to ascertain whether the new contributory pension scheme ensures transparency and accountability on the part of pension fund administrators and pension fund custodians. Agency theory was adopted as the theoretical framework to examine the contractual relationship that exists between principal and agent.

The research design applied for this work was descriptive survey design, which involved the use of primary and secondary data sources. The primary sources involved questionnaire and interview. The qualitative method (secondary sources) was also used for documentary evidence. T-test was used in testing the hypotheses.

The results revealed that the new contributory pension scheme payment mode has ensured prompt and regular payment of pensioners in federal universities in South-Eastern Nigeria; the investment of the contributory pension funds has generated additional pension benefits to pensioners in federal universities in South-Eastern Nigeria; and the new contributory pension scheme has ensured transparency and accountability on the part of pension fund administrators and pension fund custodians. Based on the findings, relevant recommendations were made.

In Nigeria public sector, Beedie (2015) investigated the adequacy of pension income in Nigeria: the case of retired women civil servants. The study attempted specifically to investigate the extent to which pension ensures adequate income for retired women civil servants in Nigeria. Understanding these women's retirement experiences necessitated an approach that incorporated gendered life course and gendered political economy. Central to a life course approach is the notion that it is difficult to divorce pension and retirement outcomes from the life course experiences that precede them. A gendered political economy approach allows for the debunking of the unitary household model and enables the adaptation of Razavi's care diamond with a focus on retirees' financial support for dependents. By using interviews and questionnaires, this thesis analyses the links between and comparisons across pension schemes, educational levels, retirement age, pension entitlements, adequacy and supplements. Cross tabulation is used as a lead to identifying and pursuing potential patterns in dataset and digging deep into the factors that impact women's pension adequacy.

Despite the limitations of the study, it is apparent that in the context of normative expectations of extended family structure, linked lives, high rate of un/under employment of dependants and limited (and high cost of) access to social provisioning, pension is and will always be inadequate. This then forces formal sector women retirees into the informal sector to supplement their pension income. Findings of the study clearly demonstrate that the sustainable provision of formal sector pensions should not be the end of policy concerns about wellbeing in later life; but the start of a much wider focus on social provision and social relations in later life. This study's findings have implications for the pension, ageing and social protection policies in Nigeria, which are applicable to the wider sub Saharan African.

The implications of this study for assessing pension adequacy also extend beyond Nigeria.

2.10.5 Adamawa State Evidence

In Adamawa State, Ndaghu (2015) recently conducted a study on the problems and prospects in the management of retirement benefits in Adamawa State pension board Yola, Nigeria. The study sought to examine and analyse the problems and prospects in the management of retirement benefits in Pension Board of Adamawa State, Nigeria by identifying the effectiveness of the board in managing retirement benefits, the problems facing the board in doing so, and measure required to minimize the problems to meet retirees' demands and expectations. The study employed survey design with quantitative approach. A simple random sample was adopted in selecting 50 respondents from the pension board and responses obtained through administration of questionnaires. The data was analysed using tables of frequency and percentages and it revealed that the strategies needed to tackle retirees' problems are by adequately providing technologically advanced instruments and approaches as well as provision for investment in research and development.

The study further revealed the problematic state of the management of retirement benefit in Adamawa state pension board Yola, the existence of bottlenecks with regard to poor policy, inefficiency as well as corruptions are responsible for delay in payment of retirement benefits and inefficient system which has adverse effects on the board in discharging its duties. It is recommended that planning and evaluation mechanism should be initiated to monitor pension system as well as establishing proper auditing mechanism to minimize wastages and embezzlements. The study did not link retirement benefits to academic staff attrition neither did it examine the attainment of the new retirement policy objectives in the state. It was not guided by any theoretical or conceptual framework.

2.11 Synthesis of Literature and Knowledge Gap

Literatures indicate that retirement policies have influence on academic staff attrition in tertiary institutions based on different scholars(Onuoha, 2014; Okechukwu, 2011, Maikudi, 2006, Sharma, 2015, Osuji & Nweze, 2014, Ukwuayi, 2002). Similarly, studies done in Nigerian tertiary institutions, for example, studies on the administration of retirement policy in Nigerian public sector, implementation

problems in University on Nigeria, Nsukka and an evaluation of the Nigerian pension reform on Academic staff in Ahmadu Bello University (ABU) Zaria (Okechukwu, 2011, Maikudi, 2006). There are many retirement plan studies which employ pension policy as explanatory variable. The topics of studies include employee retirement benefit payments, pensions and gratuity, financial resources during retirement, retirement life satisfaction, pension plan and job satisfaction, retirement planning and job satisfaction, economic development, and on the national pension systems satisfaction.

Some studies also specifically looked at universities retirement savings satisfaction, retirement plan choice satisfaction from the retirees 'perspective; and employee choice of retirement schemes. However, few studies were found to have investigated the influence of retirement policy on academic staff attrition in tertiary institutions in Nigeria and Adamawa State in particular. Some of the few known studies include a study by Maikudi (2006), an evaluation of the Nigerian 2004 pension reform in Ahmadu Bello University, Zaria and another study by Okechukwu (2011) in University of Nigeria Nsukka on the implementation of the new policy. Most of the other studies were in public sector and few in the private sector (Akenbor, 2013, Anazodo, Ezenwike, Chidolue, & Umetiti, 2014, Aborishade, 2008; Amujiri, 2009), among others. Almost all these studies employed the positivist paradigms with quantitative approaches and within single organization. Even the few studies in education sector were done within single tertiary institutions (Maikudi, 2006; Okechukwu, 2011).

In addition, most of these studies investigated the administration of pension reform act with emphasis on pension's payment in the public sector. Very little was done to highlight to problems of retirement faced by academic staff and its influence on their attrition. Similarly, most of these studies were undertaken in the southern and eastern part of Nigeria areas considered as having different socio-cultural sittings with northern part of the country and North-eastern States where Adamawa state in particular is located. Adamawa State is one of the educationally and economically disadvantage state because it depends on the monthly allocation from the federal government due to lack of industries, remoteness, and low economic activities which has made retirement benefits a major source of income for the retirees and their families.

Furthermore, the use of single approaches either interpretive or positivism (qualitative or quantitative) approaches have been adjudged to be inadequate (Easterby – Smith, Thorpe & Jackson, 2008; Johnson & Onwuebuezie, 2004). Similarly, Efiong (2013), argued that literature indicates that the continuous debate between the proponents of positivism and interpretive and the need to find a common ground led to the emergence of other philosophical paradigms, such as realism, post-modernism, pluralism and pragmatism was based on the perceived inadequacies of using one single approach to research. In addition, Creswell (2014) also argued that, pragmatism as a world view arises out of actions, situations, and consequences rather than antecedent, conditions (as in post-positivism). So instead of focusing on methods, researchers should emphasize the research problem and use all approaches available to understand the problem.

Also, few studies were found to specifically mention the problems associated with the retirement policy 2004 objectives as variables in determining academic staff attrition in tertiary institutions (Osuji et al, 2014; Eremie, 2015). Particularly issues of enhanced individual savings and growth of pension liabilities have not received much attention. Similarly, for the first time in the history of the country, a single authority has been established (National Pension Commission) to regulate all retirement matters (including pensions and gratuity) in the country making the study not only timely but also necessary. Hence, these were the gaps that this study filled through an investigation into the influence of the retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The research methodology in this chapter is designed to explore retirement policy on academic staff attrition in tertiary institutions in Adamawa state Nigeria. The chapter considers the main philosophical position that underpins the research design and approach of this study. It seeks to describe the philosophical basis that drives the methodology directed towards achieving the aims and objectives of the study. It also highlights the study population, sample size and sampling procedure, instruments for data collection, validity and reliability of instruments method of data analysis ethical consideration and limitations of the study.

3.1 Research Philosophy

The term paradigm refers to the process of scientific practice based on people's philosophies and assumptions about the world and the nature of knowledge; in this context, about how research should be conducted (Hussey and Hussey, 1997).

According to Bryman in Tettey (2006), a paradigm is a set of beliefs that prescribes how research in specific discipline should be implemented and how the results should be interpreted. Tashakkori and Teddlie (2010) assert that, a paradigm is essentially a set of beliefs that encompasses the theories of a group of researchers with the ideas underpinning their research methods and interpretation. Alnaqbi (2011) argued that within the context of social and behavioural sciences. Paradigms largely follow two main approaches interpretism and positivism. Guba and Lincoln apply the terms scientific and naturalistic to the concept of paradigm, while Tashakkori and Teddlie (2010) use the terms "positivist" and "constructivist". The nature and underlying understanding of these two theories of the paradigm have been a great source of debate. For example Burrell and Morgan (2017) discuss the influence that a paradigm position can have on the ensuing design approach; a largely quantitative research method can be indicative of underlying positivists' paradigm beliefs, while a qualitative research approach is more suggestive of a constructivist paradigm position.

This research therefore, was guided by the philosophy of Pragmatism because of the need to explore varied methods and data to gain deeper insight into the problem.

Both Tashakkari and Teddlie (2010), and Creswell (2003) view the pragmatic paradigm as a philosophy that supports an intuitive approach to research and scientific study. Pragmatic research reflects the researcher's innate disposition towards systematic enquiry. It also allows for flexible approach to the investigation, accommodating an outcome and adaptive oriented enquiry method. This enable the researcher apply both questionnaire and interview for collection of data and application of both quantitative and qualitative data analysis methods (Johnson & Onwuegbuezie, 2004) and allowing for the use of mixed methods (Creswell, 2003; Bryman (2004).

This kind of developmental and iterative approach Alnaqbi (2011) argued that, helps the researcher to engage with issues as they emerge. In addition it allows for both qualitative and quantitative data and analysis to be used and both inductive and deductive forms of enquiry. Therefore, the consideration of doth subjective and objective opinions, views or data in this study to gain more in-depth insight into the problem of retirement and academic staff attrition in tertiary institutions. Since the researcher intended to use both interview and a questionnaire, it was felt that pragmatism philosophy would be useful approach for the study.

Also, given the research questions and hypotheses as outlined in chapter one, the best fit philosophy for this study was to follow the positivist of the functionalism which allowed the researcher to collect numerical data using questionnaires and interpretivism of the structuralism paradigms that allowed the researcher collect opinion data using interview guide. This suggested that, the research philosophy was pragmatism.

3.2 Research Approach

The study employed Mixed Method Research approach (Triangulation) as a strategy to determining the impact of the retirement policy 2004 on academic staff attrition in tertiary institutions. The approach was used in this research because it is a method that involves collecting, analysing and integrating quantitative and qualitative data in a single study and also helps the researcher to include the use of inductive (or discovery of patterns), deductive (testing of theories), and adduction (uncovering and relying on the best of set of one's results) logic of inquiry (Johnson and Onwuegbuzie, 2004), (Saunders, Lewis & Thornhill, 2009).The justification for

using mixed method is that, triangulation provides more in depth understanding of the research problem and questions than the use of a single method by itself (Kothari, 2012, Creswell, 2012, 2014).

Therefore, this strategy was used in this study because the researcher needed to evaluate the extent to which the research findings would be trusted and inference made from the same would be valid (Tashakkori & Teddie, 2003). On the bases of the nature of data collected for this study, mixed method (Triangulation) was used in which quantitative data were collected to determine the new retirement policy factors that contributed to academic staff attrition while qualitative data assisted in understanding reasons behind the impact of the new retirement policy on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

3.3 Research Design

The goal of the study was to investigate the impact of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa state, Nigeria and to achieve that, descriptive survey design was employed. Descriptive survey design was used in this study is because it was concerned with describing events as they are without any manipulation of what is being observed. Also, descriptive survey research design according to Tashakkori & Teddlie (2003), and Obalola (2010), is one in which a group of people or items is studied by collecting and analysing data from only few people or items (sample) considered to be representative of the entire group, and the finding from the sample is expected to be generalised to the entire population.

Furthermore, Morgan (2007), defines descriptive survey design as a research that is concerned with conditions or relationships that exist; practices that prevail; beliefs, point of view or attitudes that are held; processes that are going on; effects that are being felt; or trends that are developing. They look at individuals, groups, institutions, methods and materials in order to describe, compare, contrast, classify, analyse and interpret the entities and events. Descriptive survey design studies are mainly concerned with describing events as they are taking place, after generating the relevant data, without any manipulation of what caused the event or what is being observed (Creswell, Plano Clark, Gutmann, & Hanson, 2003). They argued that descriptive survey is the collection of data from members of a given population

usually large without manipulation in order to determine the current status of that population with respect to one or more variables. It is appropriate where the population is large with wide geographical spread as the case with this study.

The use of descriptive survey design in this study is because it allowed the collection of data from large sample in a highly economical way using questionnaires, interviews, focus group discussions and observations. It is concerned with describing events as they are without any manipulation of what is being observed showing accurate profile of events, persons or situations. It also enables the study to examine how differences in the dependent variables across the groups are attributed to the independent variables. This type of design is particularly common in investigating the cause and effect of on-going events, programmes, and policies as Morgan (2007), argued. The design also allows the study to combine both quantitative and qualitative research approaches (Creswell & Creswell, 2005; Creswell & Plano Clark, 2007). Therefore, descriptive survey design was found to be the best strategy to investigate the objectives of this study.

3.4 Area of the Study

This study covered all the ten tertiary educational Institutions distributed over the five educational zones of Adamawa State. Adamawa is one of the economically and educationally disadvantaged states located in the North-Eastern Nigeria. The state also lacked economic activities and industries which made it one of the poorest in the country making retirement benefits (pension and gratuity) a major source of income for the retirees and their families. The name Adamawa is derived from the name of an Islamic scholar and leader, 'Modibbo Adama'. Adamawa State with its headquarter in Jimeta - Yola was created or carved out of the former Gongola State on the 27th of August 1991. Adamawa State where this research will be carried out occupies a total land area of about 168,068 people square kilometres with the 2006 population census figure of about 3,608,431. It lies within the tropical region and falls within the guinea savannah zone between latitudes 9° 10S and longitude 10° 24¹ N and 12° 55¹ E. It has a tropical climate marked by distinct rainy and dry seasons. The rainy season starts in April and terminates in late October while, the dry season commences in November and terminate in late March.

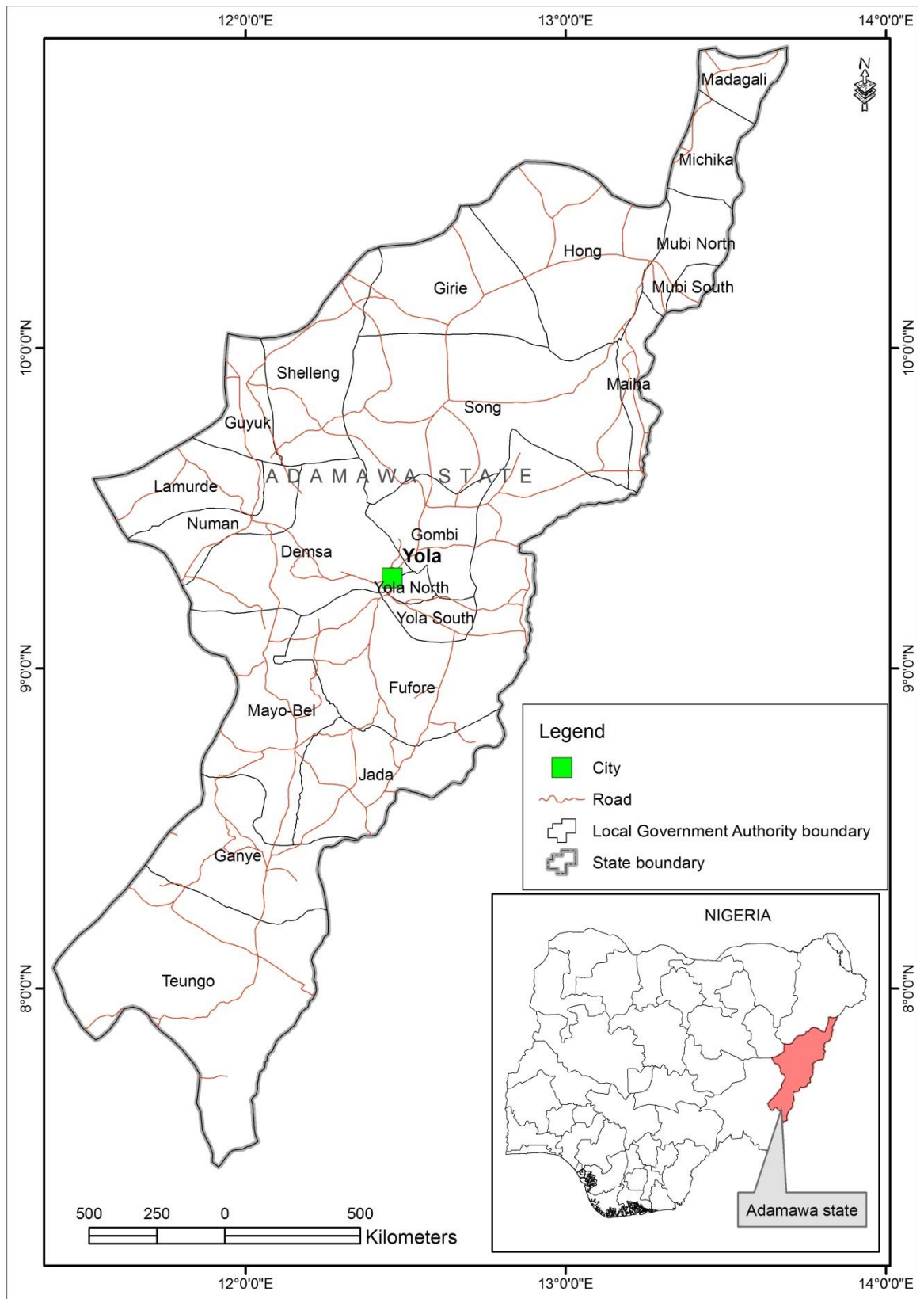


Figure 4: Map of Adamawa State, Nigeria

Adamawa state is bordered in the North by Barno State while the republic of Cameroon is on the Eastern flank. It has Gombe State on its South-East and Taraba

State on the South and South West respectively. Average annual rainfall is about 958.99mm per annum with an average minimum temperature of about 16.6°C.

The state consists of twenty one (21) Local Government Areas and twenty (20) Development Area Councils divided into five educational zones. The area is sub-Sahara Zone which is marked by short grasses interposed by shorts trees. The state has diverse tribes and ethnic groups with variety of religions (Adamawa State diary 2002). The state has the following tertiary educational Institutions:-Modibbo Adama University of Technology Yola; Adamawa State University Mubi; American University Yola, Federal College of Education Yola; Adamawa State College of Education Hong; Federal Polytechnic Mubi; State Polytechnic Yola; College of Agriculture Ganye.; School of Nursing Yola; and College for Legal Studies Yola.

The reason for choosing Adamawa State is based on the fact that it is one of the poorest state located in the far North-Eastern part of the country, absence of commercial business activities, low level of agricultural activities, high population who are dependent of salary and retirement benefits (pension and gratuity), high old age population (retirees), high level of HIV/AIDS and other killer diseases, Boko Haram conflict and other communal conflicts among others. The state is popularly described as civil servants state because of its dependence of salary subventions. Another reason is the paucity of literature and empirical studies on retirement policy analysis and implementation in the area.

3.5 Target Population of Study

The population of this study comprised of all the academic staff in the all the ten tertiary institutions and pension managers in Adamawa State. The State is sectioned into three senatorial zones, which are Northern Zone, Central Zone and Southern Zone. The northern zone comprises of Adamawa State University, Federal Polytechnic Mubi, State school of Health Science and State College of Education, Hong. The Central Senatorial zone have Adamawa State Polytechnic Yola (ADSPY), ModibboAdama University of Technology (MAUTECH), Federal College of Education Yola, College for Legal Studies Yola, America University of Nigeria (AUN), while Southern Senatorial Zone has State College of Agriculture. However, during the course of this study, the Northern Senatorial zone was under insurgency of Boko Haram and institutions in this region were inaccessible. Likewise, the only

institution in the Southern Senatorial Zone, the college of Agriculture, Ganye is not currently on the new pension scheme.

Therefore, the target population of this study was reduced to those academic staff in the three tertiary institutions in Central Senatorial Zone (Adamawa State Polytechnic Yola, Modibbo Adama University of Technology Yola, and Federal College of Education Yola) which are under the new retirement policy (Institutions which have implemented the 2004 PRA for their staff). However, in the Central Senatorial zone the America University of Nigeria (AUN) is a private institution and College for Legal Studies Yola (CLS) is not on the new pension scheme, this left the study with only three institutions; Federal College of Education Yola (FCEY), Modibbo Adama University of Technology (MAUTECH) and Adamawa State Polytechnic Yola (ADSPY). Therefore, all the 1193 academic staff in these three institutions served as population for this study (Table 3).

Table 3: Population for the study

Schools	Population
Modibbo Adama University of Technology (MAUTECH)	461
Federal College of Education Yola (FCEY)	381
Adamawa State Polytechnic Yola (ADSPY)	351
TOTAL	1193

Source: Field Survey 2016

3.6 Sample Size and Sampling Procedures

The study purposively selected three institutions MAUTECH, FCEY and ADSPY on the fact that they were accessible and on pension scheme. The study also randomly selected a total of 300 academic staff from 1193 population of the academic staff from three institutions, using Taro Yamane sampling technique (as cited in Israel, 2015) . Thus, 116 academic staff were proportionally sampled from MAUTECH out of 461 academic staff, 96 staff were sampled from FCEY out of 381 academic staff while ADSPY have 88 academic staff in the study out of its total 351 academic staff (Table 4). More so, for triangulation, each Deputy Vice Chancellor/Deputy Provost for each of the three institutions were sampled alongside with human resource management in each institutions, with two (2) Pension Managers for each schools. This gives total of 312 respondents for this study as provided in Table 4 as follows:

Table 4: Number of Sampled Academic Staff (Sample size)

Category	Sample
Deputy Vice Chancellors/Deputy Provosts (DVC/DP)	3
Human Resource Management (HRM)	3
Institutions Pension Manager (IPM)	6
Academic Staff (AS)	300
Total	312

Source: Field Survey 2016

3.6.1 Sample Size

The study employed simple proportionate random sampling method to select the required sample at 95% level of confidence or precision using a specified parameter outlined by Taro Yamane(1967:887) as cited in Israel(2015:8) for the quantitative data analysis given as follows;

$$n = \frac{N}{1 + N(e^2)}$$

Where,

n=the sample size required;

N=Total population;

e =Level of Significance; e = 5% = 0.05

I=Constant

Given that

N= 1193

e = 0.05

$$\begin{aligned}
 n &= \frac{1193}{1 + 1193(0.05^2)} \\
 &= \frac{1193}{1 + 1193(0.0025)} \\
 &= \frac{1193}{3.9825}
 \end{aligned}$$

n = 299.6 = 300

3.6.2 Sampling procedures.

The study used simple random sampling, purposive and snowballing technique in the selection of schools and participants.

- i. **Sampling of institutions:** Purposive sampling procedure was used to select the three tertiary institutions from Adamawa state from which data were collected. The three Institutions were selected based on their participation and

implementation of the new retirement policy (the New Pension Reform Act, 2004 and 2014). That is they are the only three institutions implementing the new retirement policy as shown in Table 4

- ii. **Sampling of heads of institutions:** the heads of institutions represented by DV/DP and human resource managers of the three institutions were also purposively sampled. They were purposefully sampled because they handle the school resource including the academic staff affairs and are in charge of implementation of all government policies in their respective institutions. A total of 12 samples were obtained from DVC/DP, HRM and Pension Managers.
- iii. **Sampling of academic staff:** Academic staff sampling was done using simple random sampling. A total of 104 academic staffs were selected from each of the three institutions under study giving a total of 312 respondents for quantitative data and ten (10) others were selected for the interview and those for focus group discussion were selected using purposive sampling of academic comprising of staff with about 10 years to retire, for qualitative data. The sample comprised of 100 academic staff from each of the three tertiary institutions, 6 pension managers, 3 DVC/DPs and 3 HRMs making total sample of 312 respondents see Table 3.2. Above.

The study employed simple random and purposive sampling techniques for selection of the samples. The first stage involves the purposive selection of the three tertiary institutions which have implemented the new retirement policy (2004 Pension Reform Act) and Taro Yamane formula (parameter) was used to select respondents from each institution as shown in Table 4. It was done using simple stratified random sampling to select the academic staff to ensure that each institution is equally represented. Finally, the researcher with the help of a research assistant used simple random sampling to select respondents (academic staff) for the allocated number in each of the three institutions. The sampling frame was obtained from the Ministry of Higher Education while the sampling unit was the individual (academic staff) in particular institution.

3.7 Methods of Data Collection

Primary and secondary data ranging from demographic characteristics of respondents included age, gender; marital status, educational qualification, and experience in the

academics, number of dependants and citizenship were collected. Data on the retirement policy factors and academic staff attrition in tertiary institutions were also collected. Primary data; questionnaires, interviews and focus group discussions were used for collecting primary data.

Since the study employed data triangulation, the researcher employed three instruments for data collection namely; Questionnaire, interview and Focus Group Discussions. The use of multiple techniques and sources helps in cross checking the authenticity of the information thus enhancing reliability (Kombo & Tromp, 2006). Data collection procedure was conducted in three levels; before the administration of instrument, during the administration of instrument and after the administration of instrument as follows:-

Before the administration of the instrument, they were tested for validity and reliability and on passing the test, a transmittal letter was obtained from school of postgraduate studies and research (SPGSR), Kampala International University (KIU) giving the researcher approval to go to the field and conduct the study. The researcher and the research assistant then proceeded to the field to collect primary data from the respondents following the ethical considerations explained below. The researcher explained the objectives of the study to the respondents and requested them to take part in the study. Those who needed to sign an inform consent form were given one to show that they willingly participated in the study.

During The administration of the instruments the researcher first administered the questionnaires in stages as follows:

Stage1: The researcher and the research assistant selected in each institution administered the questionnaires to the respondents using simple random sampling without replacement. On the whole, four hundred questionnaires were administered.

Stage 2:After an interval of one to two hours the researcher and his assistant went round and collected the completed questionnaires. Only the three hundred and fifty (350) correctly completed questionnaires were collected.

Stage 3: For the qualitative, the interview and focus group discussion data were collected using the field transcripts and the radio tape recordings that were done during the group discussions with the consent of the interviewees as explained above.

After the administration of the instrument, the questionnaires, the interview and discussion transcripts were collected for replay and analysis to extract the information they were designed to collect as discussed as explained above for data analysis.

The research instrument for the study comprised of three instruments, a researcher - developed questionnaires titled: Impact of Implementation Practices of Retirement policy 2004 and Academic Staff Attrition Questionnaire (IPRPASAQ) and a 10 items semi-structured interview questions for in-depth interview and 10 items interview guide for focus group discussions.

3.7.1 Questionnaire

The structured questionnaires were used to collect quantitative data on research questions 1-5 and consist of 50 items divided into five sections based on key objectives of Pension Reform Act 2004 (retirement policy factors) and their impact on academic staff attrition. The questionnaire was structured on a closes ended format on five point Likert scale ranging from, Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree, graded as 5, 4, 3, 2,1 respectively.

3.7.2 In-depth personal interviews

An in-depth personal interview was conducted with academic staff, pension managers, institutional leaders or administrators, and PFAs. Semi-structured interviews in the words of Shohel, Jia, Jahan,& Roy (2015), are the most practical data collection techniques in qualitative research and even in some quantitative studies requiring in-depth study because it allows the chance to unveil concealed information. It is a practical method of data collection concerning participants' reactions, insights, and interpretations of relevant situations by using properly constructed and conducted interviews (Punch, 2005). They can be a robust and successful method of collecting specific information and insight relevant to the study (Shohel, et al, 2015).

The unstructured interviews utilized in this study were divided into three categories and consists of 10 open-ended items in each case. The first category deals with retirement policy administrators called pension managers. This investigates the viability of the new retirement policy and how it may influence academic staff attrition in tertiary institutions. The second category deals with the academic staff

and investigates the influence of the new retirement policy on academic staff attrition in tertiary institutions in Adamawa state. The third category deals with managements of institutions opinions on the influence of the new policy on academic staff attrition in their respective institutions.

The participants were given enough chance to elaborate on issues concerning the new retirement policy and the extent to which these issues could influence academic staff attrition. The semi-structured interview questions are presented in appendix 3.

3.7.3 Focus Group Discussion

A 10 items questions guide was used to seek academic staff opinions on the retirement policy objectives which formed the four research questions for the collection of qualitative and quantitative data that were analysed. Two Focus Group Discussions (FGDs) were conducted in each of the three sampled institutions with 5 to 8 member panels of academic staff. The researcher was the moderator and was assisted by research assistants chosen in each institution to help with coordination and recording of the discussions. General and specific observations, discussions, description, level of participation, dormant participants, interest level, boredom, anxiety and basic gender roles were documented during the FGDs. All FGDs were approached with open mind and without preconceptions on what participants were going to say or not say as advised by Creswell (2014). These group discussions helped in collecting more realistic responses. All forms of biasness were avoided since the researcher is a resident and known citizen of the state but had no prior knowledge of the new retirement policy challenges for academic staff attritions in all the tertiary institutions.

The FGDs were guided by 10 sets of open-ended questions that gave room for more discussions from the participants. The average time was 120 minutes (2 hours) in all cases although participants were told it would take about 1 and half hours during planning. Convenience sampling was used to get the required participants academic staffs, management staffs, pension managers attached to each institution. The desired criteria for participants were shared with all the groups during the initial visits to the institutions. There were no preselected names forwarded to the researcher prior to the visits. Attendance confirmations were done through the establishment secretaries of the sampled institutions.

In all cases the researcher got adequate respondents as initially planned for although in MAUTECH the discussion took longer period as expected due their experiences with the new policy. This also added to the researcher's time and budget; however he got more real information than what he would have with the initial 15 planned participants for the two FGDs. This further helped the researcher to dig deeper into the influence of the new retirement policy on academic staff attrition in tertiary institutions.

The FGDs laid a platform where the researcher was able to ask several questions on the success and sustainability of the new scheme which were discussed with much justice by the participants in a natural manner. The outcome of this is that the researcher got a deeper understanding of the respondent's perspectives on issues that influence the new retirement policy and academic staff attrition in their institutions. The facilitation skills of the researcher were sometimes put to test during questioning and the general discussions especially on viability and sustainability of the new policy and time management. The researcher expressed his appreciation to the participants and the authorities of the institutions for giving him the necessary support. At the end of the FGDs the researcher gave the members each a copy of the new reviewed retirement policy document (the new 2014 pension policy) to which they were all happy and appreciative.

Justifications for using FGD in this study is aligned to the following advantages

- i. Free and open discussion among the respondents has resulted in the generation of new ideas that has been very useful for deeper understanding of the problems of retirement policy 2004 and academic staff attrition in tertiary institutions in the area of study.
- ii. The focus group was not static. It enabled the moderator (researcher) to make changes in order to better facilitate the discussion during the group discussion. This dynamism has allowed better results in terms of information derived by a focus group.
- iii. Expressions other than those in verbal form such as gestures and stimulated activities can provide researcher with useful insights.

3.7.4 Documentary review/analysis

Particular interest was considered in the proper selection of documents to be reviewed which is important in what is termed ‘content analysis’ and which has been defined by Saunders et al (2009), as a research technique for making replicable and valid inferences from data to their context. Literatures on retirement policy implications and attrition, journal publications, retirement policy documents, research reports and grey literatures such as conference proceedings and papers, workshop papers and case studies were reviewed. This frame provided the vast part of the secondary information on the retirement policy and academic staff attrition in tertiary institutions. Particularly it provided the data for academic staff attrition determination for each of the institutions studied.

3.8 Pilot Study

3.8.1 Purpose and sample

In preparation for the real data collection, pilot study of the research instruments was carried out. The questionnaire was pilot-tested in one tertiary institution selected through convenience sampling on 50 subjects (samples) who were not included in the final study selected through simple random sampling. The sample comprises of 45 academic staff (34 males and 11 females), 3 management staff and 2 pension fund administrators (PFA) attached to the institution.

The pilot testing of the questionnaire was done using test-re-test method administered within an interval of two weeks between the first and the second test. The two weeks interval was given to ensure that the respondents did hardly remember exactly their previous response. The validity and reliability of the qualitative data instruments were done using reflexivity which was described by Seale’s study (as cited in Beedie, 2015) as implying the procedural description of research procedure for data collection.

The objective of the pilot study was to test the research instruments for validity and reliability. It also helped to acquaint and familiarise the researcher with the institutions ‘culture, the use of radio tape recorder in interviews and field note taking. The instruments validity and reliability were discussed as follows:

3.8.2 Validity of the Instrument

The instruments were face validated by three experts in the field of educational management, two statisticians and 3senior academic staff in Kampala International University and two (2) staff of Higher Education Board of the Adamawa State. They reviewed the items in terms of their clarity, relevance, contents coverage and appropriateness; their suggestions were then incorporated in to the final version of the instrument for use in this study. Gazali (as cited in Muddah, 2006), called this 'Logical Reasoning and personal judgment of specialist'. This group of experts were given the questionnaires with the questions and the returns for the questions per group were as follows;

Table 5: Validated Items on Research Instrument

Group of experts	No of items received	No of items returned
Education management experts	40	36
Statistics experts	40	34
Senior Academic staff	40	37
Ministry of education staff	40	35
Total	160	142

Source: field survey 2016

From the table out of the 160 items that were given to the experts, only 142 items were returned as well or correctly stated in accordance with the research objectives and research questions. Therefore, the Internal Validity Coefficient Value (IVCV) of the instrument was calculated using the formula below:-

$$V = CVI / TI$$

Where:-

CVI = number of items declared valid,

TI = total number of items,

IV = validity coefficient of instrument.

$$36 + 34 + 37 + 35 / 160$$

$$IV = 0.89$$

Since the IV = 0.89 and is above 0.5 is a clear indication that instruments were valid.

External Validity: according to Gall, Borg and Gall (1996), external validity involves the extent to which the results of a study can be generalized (applied) beyond the sample. In other words, can the researcher apply what he found out (his

findings) to other people (population validity) or settings (ecological validity). It is about whether or not if the study findings can be validly generalised. However, Creswell (2003) reported that, a research project external validity can be threatened by Hawthorne effect, the type of sampling method employed, the validity of the research instruments (questionnaire, semi-structured interviews and FGDs interview questions in the case of this study) and by the predictive value of the research instruments.

Hawthorne effect is the behaviour or reaction that is demonstrated or displayed by research participants in a study because they are aware that they are involved in a study (Gall, Borg and Gall, 1996). Being aware that they were involved in a study on the new retirement policy and its influence on academic staff attrition, that affects them badly and might have made them give answers to please the researcher or themselves instead of providing information about their real life experiences. The researcher (research) minimised this threat by providing more clarifications and explanations to the participants and also by not pressurising them into giving any responses, while reassuring them of privacy and anonymity.

Creswell, et al (2003), also reported that, triangulation, member checking, expert review, and participatory modes of research will ensure internal validity. But provision of rich, thick, and detailed descriptions will ensure external validity of research findings. Also, in this study, member checking assisted in determining the accuracy of the qualitative findings through taking descriptions and themes back to the participants and determining whether participants feel they are accurate. This study was also highly participatory given the participants involvement in most phases of the study, which was accomplished with continual use of feedback between individual experts and the researcher, and also by providing anonymous aggregate responses to individual participants.

3.8.3 Reliability Test of the instrument

Reliability means that the scores of an instrument are stable and consistent (Creswell, 2014). Reliability can be viewed as the stability with which a measuring instrument yields a definite result (Leedy & Ormrod, 2001). Reliability is all about the consistency of effect, where the results of constructs measured demonstrate a high

percentage or degree of similar outcomes without bias (Cavana, Delahaya & Sekaran, 2001).

The pilot study was conducted through a test-retest method of reliability testing administered within an interval of two weeks between the first and second test. The two weeks interval that was given was to ensure that the respondents did hardly remember exactly their previous response. After obtaining the 2 scores for each respondent, they were then be subjected to regression analysis and correlation methods using Cronbach's alpha.

The Cronbach's Alpha (α) is a unique estimate of the expected correlation of one instrument with an alternative form composed of the same number of items. Uzoagulu (2011:102) states that it is a generalization and a modified version of the Kuder-Richardson formula 20 developed by Cronbach's in 1951 used by test developers. The formula is similar to that of (k-R)-20 and is referred to as Cronbach's alpha (α) or coefficient alpha (α) and is given as:

$$KR_{20} \text{ or } \alpha = \frac{K}{K-1} \left(1 - \frac{\sum s_i^2}{S^2} \right)$$

Where: KR_{20} or α = Cronbach coefficient alpha

K = Total number of items in the test or number of items used to measure the concept

$\sum S_i^2$ = Sum of items variances/ variance of all scores.

S^2 = the variance of the total test / variance of individual items

Mugenda & Mugenda (2003)

The above was to give unbiased reliability indices for the full length test.

The rating scale instrument quality criteria by Fisher (2007) of Cronbach's alpha coefficients in Mohammad, Suleiman, Sern & Salleh (2015) was used to measure the items reliability (Table 6 – Table 8).

Table 6: Item Measurement Reliability

Cronbach's Alpha Coefficients	Value criteria
<. 6	Poor
.65 - .80	Fair
.81 - .90	Good
.91 - .94	Very good
.95 and above	Excellent

Source: - Fisher (2007) in Mohammad, et al(2015 : 166)

Table 7: Factor – by - Factor Statistics of Reliability

	Facto r 1	Facto r 2	Facto r 3	Facto r 4	Facto r 5	Facto r 6	Facto r 7	Overall l
Cronbach's Alpha	0.817	0.652	0.738	0.783	0.709	0.708	0.769	0.876
N of Items	10	9	9	10	10	7	10	65

Source: Field survey, 2016.

Table 8: Overall Reliability Statistics

Cronbach's Alpha	Number of Items
.876	65

Source: Field survey, 2016

The reliability of items of research instrument after subjected to the piloting test was analysed based on the interrelationship among the items per group. The Cronbach's alpha was used to determine the reliability of the contents of the instrument. Thus, the items were grouped based on their relationship to the particular research questions, such that items addressing research questions one was labelled 1st factor, the Cronbach's alpha was 0.817, with 10 items. This indicated high significant relationship among the items and also significant reliability. Thus, the similar results was got for 2nd factor; Cronbach's alpha 0.652 with 9 items, 3rd factor; Cronbach's alpha 0.738 with 9 items and 4th factor; Cronbach's Alpha 0.783 with 10 items (Table 7).

Also, the 5th factor has Cronbach's alpha of 0.709 with 10 items and 6th factor got 0.708 with 7 items while the 7th factor got Cronbach's alpha of .769 with 10 items. All these intra-items reliability tests show strong reliabilities values (Table 7). More so, in overall, the reliability of all the items on the research instruments gave Cronbach's alpha of 0.876 with total of 65 items, this implies strong reliability of instrument and suggests that this instrument was suitable for the study (Table 8).

3.9 Methods of Data Analysis

To fulfil the requirements of the research objectives, primary data were collected through questionnaires, interview and focus group discussions in which academic staff, pension managers, institutions leadership and representatives of the retirees. The primary data collected through the use of questionnaires was coded using appropriate scales (Likert scale) to allow for statistical analysis on the three research questions quantitatively estimated the respondents' opinions.

For the qualitative analysis, data processing consists of editing, coding, classifying and entering them for interpretation. Field notes from interviews and observation which were written in Hausa were translated to English. Hausa was used together with English as the mother tongue of the people and to make things clear during interview. From the field notes, themes were formulated which were relevant to the data collected from the interview and focus group discussions in accordance to the specific objectives of the study. The results from qualitative analysis were described in a narrative in support or otherwise of the quantitative analysed. The analyses were done as follows:-

3.9.1 Quantitative Analysis

Upagande & Shende (2013), assert that, data must be cleaned, coded and properly analysed in order to obtain valid and reliable results. The descriptive statistics of means and standard deviation, frequencies and charts were used to describe the quantitative data from respondents and to answer the research questions. Correlation analysis was conducted to examine relationships between the new retirement policy and the intent to leave (attrite) with the policy objectives as hypothesized determinants, as well as correlations among independent variables. Therefore, Analysis of Variance (ANOVA) was used in analysing the data at 0.05 alpha levels. ANOVA is used to determine the statistical differences between three or more means. That is, it helps to establish if the observed differences are statistically significant (Hair, Bush,& Ortinau, 2000). ANOVA can also be used in cases where multiple independent variables are considered, and it allows the analyst to estimate both their individual and joint effects on the dependent variable (Hussey & Hussey, 1997).

Justification for mean, standard deviation and ANOVA: Several authors, Santina & Perez (2003), Hren, Lukie, Marusic, Vodopivec, Vujaklija, Hrabak, & Marusic (2003), have used the Likert scale and described their data using mean and standard deviation with ANOVA as parametric statistics and produced valid findings. Similarly, Blaikie (2003) and Bligh (2004), argued that if the sample size is large and the population distribution is normal, the ordinal data can be categorised as interval data and mean, standard deviation and ANOVA statistics applied successfully.

Bligh (2004), further provided some justification for the use of ANOVA statistic in this study as follows:

Firstly, it allows the comparison of three (3) or more groups;

Secondly, it looks at variations within groups, then determines how that variations within groups and how these variations translate into variations between groups; and

Thirdly, if observed differences are larger than what would be expected by chance, the findings are statistically significant. Since, the study sample size is large more than three hundred (300) and the study population distribution is assumed to be normal, the utilization of the statistics is justified.

3.9.2 Decision Rule

The null hypothesis is rejected if the calculated value of value of F – ratio i.e. (MS_B/MS_W) is greater than the critical value of F . i.e. ($F_{t-1, N-t}$) as given in the F distribution table otherwise, it stands accepted.

- If $MS_B/MS_W > F_{t-1, N-t}$, then reject the Null hypothesis
- If $MS_B/MS_W < F_{t-1, N-t}$, then reject the ultimate hypothesis

The choice of ANOVA for this research was based on the fact that it determines the statistical differences between three or more means and extent of variance in the means. More so, ANOVA reduces the type 1 error rate (rejecting null hypothesis instead of accepting) thus, the equality of several means can be tested in a single classification, where the relationship between one or more independent and one dependent variable is examined. (Okoge & Gbegi, 2013:10).

T-test statistic was used to determine any significant difference between mean scores of the independent variables. The Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyse and interpret the data where applicable.

3.9.3 Qualitative Analysis (interview and focus group data)

Since qualitative data consist of words which could be the form of text or narrative and observations, not numbers, qualitative content analysis using themes was used for the qualitative data analysis. Renner & Taylor-Powell (2003), and Mayring (2000), defined qualitative data analysis as an approach of empirical methodological controlled analysis of texts within their context of communication, following content analysis rules and step by step models, without rash quantification as agreed also by Alnaqbi (2011). In this study, the qualitative data collected from the interview and focus group discussions were recorded and transcribed, then coded or grouped according to the study objectives. The procedure is outlined step by step as follows:

Step 1: From tape recordings and memos to transcript of raw data on paper:

Some authors, Punch (2005), and Schilling (2006), argued that, it is necessary to record the interview to confirm the exact content and to minimize bias. The researcher conducted the interviews in Hausa and English; they were then transcribed in Hausa and then translated into English. During interviews, it is important to consider some movements, reactions, and pauses made by interviewees (respondents) because they provide added valuable information (Silverman, 2013). Creswell (2003) added that, listening to the whole interview before typing the transcript will assist the researcher get a better understanding of the data collected.

Step 2: From untreated data to solid records. In the words of Schilling (2006), it is very important to consider the interviewees position when treating the collected data because they are the point of interest. Understanding also, the circumstances they are in, their relationship with the researcher (interviewer), the time and place where the interview is being conducted. This information's were collected prior to the interview proper.

Step 3: solid records converted to primary grouping: Themes were used to group and code the transcript data in lined with the research objectives and questions. Alnaqbi (2011) argued that this level is crucial and needed extra checking because it

formed the basis from which outcomes were derived, and could affect data quality significantly.

Step 4: conducting analysis and interpretation: The researcher then did the final analysis and interpretation making reference to literature and research questions concurrently triangulating it with the quantitative data.

3.10 Ethical Considerations

To ensure that no violation of ethical codes for research was done, the study applied the ethical principles of social science research as follows:-

First, access to the respondents were sought and got in a much civilized manner through letters and telephone calls after the letter of introduction of the researcher had been approved by the authorities of the respective institutions. Secondly, participants were not coerced into participating in the research, rather their consent were sought and received with the use of consent forms (see appendix B4) as argued by Denscombe (2010), that such should be in a written form. Thirdly, those who volunteered to take part in the research were assured of the confidentiality of the information, which they were to supply. To ensure confidentiality the participants' names were not required.

Fourthly, data obtained was kept secured so that the information did not get into wrong hands. The data were stored on the school's personal computer assigned to the researcher and researcher's personal laptop with secured passwords known to the researcher only. Fifth, the aim of the research and the researcher's affiliation were clearly stated on the research instruments (as in the case of the quantitative strand) or made through verbal explanations (as in the case of oral interviews). Finally, the researcher ensured that no misleading or false information was included in this report.

3.11 Limitations of the Study

All studies or investigations have restrictions (Albert in Masemola, 2014). Therefore, this study was restricted to four objectives of the retirement policy, the pension reform Act 2004 and their impact on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

Some respondents were not be able to fill the questionnaire on the sport as required so they were given additional time and this led to delay in data gathering. This difficulty was minimized by researcher adopting an alternative way where by respondents were assisted by the research assistants in their faculties who helped them fill and also collect the completed questionnaires.

The study was limited to three tertiary institutions which have implemented the retirement policy in Adamawa state and the researcher could not administer the questionnaire on all the respondents alone due to large sample size, so research assistants were used in each Institution, who also collected the completed questionnaires. Another serious limitation of this study was in terms of paucity of data and relevant literature on academic staff attrition and retirement in relation to retirement policy in Nigeria. This difficulty was minimized by extensive review of literature and consultation with other experts in the field.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

This chapter presented the data, analysis and interpretations of the results on influence of retirement policy on academic staff attrition in the tertiary institutions Adamawa State, Nigeria. Specific attention was given to orderly presentation of the results and interpretations with respect to the research objectives stated for the study. The study investigated the effect of the implementation practices of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

The Specific Objectives of this Study were:- To determine the influence of the amount and process of retirement benefit payment on academic staff attrition in tertiary institutions; To examine the effect of establishment of uniform rules on academic staff attrition; To determine the effect of individual savings on academic staff attrition in tertiary institutions; To assess the effect of growth of pension liabilities on academic staff attrition in tertiary institutions; To determine the relationship between retirement policy 2004 and academic staff attrition in tertiary institutions; and, to determine the effect of mediating variable on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions. The tools employed were descriptive statistic of mean and standard deviations, and ANOVA inferential statistic.

4.2 Response Rate

The response rate shows that out of the 345 questionnaires administered, only 312 were returned and correctly filled representing about 90% which is adequate to give a representative and valid findings. The distribution of the responses as follows: The total copies of questionnaires issued to MAUTECH was 130 and those returned were 116 (89%), those issued to FCEY were 110 and 96 (87%) were retrieved, those issued to SPY were 110 and 88 (80%) were retrieved while the 15 were issued to DVC/DP and HRM but 12 (80%) were retrieved. Therefore, the total questionnaires issued were 345 and those retrieved and correctly filed were 312 (90%), 33 copies or 10% were not returned. The analysis was presented in Table 9 below as follows:

Table 9: Response Rate of Questionnaire distributed

S/NO.	NO of Questionnaire distributed	No of Questionnaire Returned	Percentage of Questionnaire Returned (%)
MAUTECH.	130	116	89%
FCEY	110	96	87%
ADSPY	110	88	80%
DVC/PV/PFA	15	12	80%
TOTAL	345	312	90%

Source: field survey 2017

The analysis of response rate above indicates a response rate of 90% which was considered adequate for the analysis by checking it against the margin of error index using RAOSOFT Sample size calculator (RAOSOFT, 2004).

4.3 Demographic characteristics of Respondents

The demographic data on respondents are presented using simple frequency and percentage according to institutions. The data are presented and analysed as follows:

Table 10: Frequencies and percentages of demographic data of Respondents'

Gender	MAUTECH Fq (%)	FCEY Fq (%)	ADSPY Fq (%)	Overall Fq (%)
Male	80(67%)	63(65%)	54(60%)	197(63%)
Female	45(33%)	34(35%)	36(40%)	115(37%)
Total	125(100%)	97(100%)	90(100%)	312 (100%)
Age				
25 – 34	14(11%)	19(20%)	15(17%)	48(16%)
35 – 44	59(47%)	45(46%)	28(31%)	132(42%)
45+	52(42%)	33(34%)	47(52%)	132(42%)
Total	125(100%)	97(100%)	90(100%)	312(100%)
Educational Qualification				
BSC	52(41.6%)	55(57%)	55(61%)	162(53%)
MSc	51(40.8%)	24(25%)	29(32%)	104(34%)
PHD	22(17.6%)	18(19%)	6(7%)	46(13%)
Total	125(100%)	97(100%)	90(100%)	312(100%)
No of Household Dependants				
1 – 5	55(44%)	63(65%)	51(57%)	169(54%)
6 – 10	50(40%)	22(23%)	17(19%)	89(29%)
11 and above	20(16%)	12(12%)	22(24%)	54(17%)
Total	125(100%)	97(100%)	90(100%)	312(100%)
State of Origin				
State	90(72%)	67(69%)	68(76%)	225(72%)
Non state	31(25%)	30(31%)	19(21%)	80(26%)
Non Nigerian	4(3%)	0(0%)	3(3%)	7(2%)
Total	125(100%)	97(100%)	90(100%)	312(100%)
Year of Experience (years)				
0 – 5	69(55%)	49(51%)	54(60%)	172(55%)
6 – 15	30(24%)	28(29%)	19(21%)	77(25%)
16 Above	26(21%)	20(21%)	17(19%)	63(20%)
Total	125(100%)	97(100%)	90(100%)	312(100%)
No of Institute Worked				
One	55(44%)	41(42%)	49(54%)	145(47%)
Two	44(35%)	46(47%)	29(32%)	119(38%)
Three and above	26(21%)	10(10%)	12(13%)	48(15%)
Total	125(100%)	97(100%)	90(100%)	312(100%)

Fq: frequency, (%) percentages in parenthesis

Source: Field Survey, 2016

The results from Table 10 above revealed the demography pattern of respondents across the three sampled institutions (MAUTECH, FCEY and ADSPY). The gender distribution of respondents presented in the table revealed men as dominant among the teaching staff with 67% from MAUTECH, 65% in FCEY and 60% in ADSPY respectively, while their female counterparts take 33%, 35% and 40% respectively. The results reveals further that in overall 63% of the working staff in the sampled tertiary institutions are men while three remaining 37%are female. The dominance of men among the teaching staff in the tertiary institution could be linked with the general perceptions of the people in the study area that men are the bread winners while women had to be at home as homemakers to attend to the domestic chore. More so, the wider gender disparity in the literacy rate in the North eastern Nigeria can also account for the men dominant in the academic staff, since teaching profession required experienced and more educated fellow, which automatically fell on men who are literacy favoured.

However, the level of attrition may be affected by staff gender, according to Nunn (2005) male staff tends to move around for more promising jobs than females. The female may be forced out of service by the transfer or relocation of their spouse. Likewise, Mboya (2016) argued that male staff attrite more than female on the job aspects that have to do with job prospect, staff benefit, pension scheme among others. Therefore, having more male than female among the sampled academic staff might suggest expectation of more attrition rate across the tertiary institution in Adamawa State, Nigeria.

The results from Table 10 also depicted the age distribution of respondents. Most respondents were in their early 40s with 47% of the teaching staff from MAUTECH, 46% of the staff from FCEY and 31% from ADSPY, all aged between 35 – 44 years. Those in the age group of 45 and above were 42% from MAUTCH staff, 34% from FCEY and 52% from ADSPY. In the overall, most respondents (42%) aged above 45 years. The relationship between, age, attrition and pension policy cannot be easily established. Satope & Akintunde (2014) found that the older workers tend to stay more in their working place to entitle for their pension than young staff. However, the study by Mahmoud (2015) failed to link age with staff job movement. According to Mboya (2016) the younger staff move is based on the salary scale, job security, benefits than pension scheme while the older stay-put in their working place in most

cases. In a nutshell, various studies have not been able to link the staff attrition to staff age.

The results on Table 10 also reveal the distribution of respondents by educational qualification. The results indicate that most (53%) staff possesses first degree certificates across the three sampled tertiary institutions, followed by 34% of all the sampled teaching staff from tertiary institutions in Adamawa State, Nigeria with Master degree certificates, while the rest 13% were those PhD certificates. This result shows high number of fresh graduates in the teaching services an indication that may not far from the fact that most of these young graduates who have just been enrolled in replacement of the those experienced leave the services for more promising jobs in other firms.

The distribution of respondents by the numbers of household dependants presented in the Table 10 reveals that most respondents had households 'members' size less than 5 persons. In MAUTECH 44% of the sampled academic staff indicated having between 1 to 5 persons in their households. Likewise, in FCEY 65% of sampled staff expressed having between 1 to 5 persons as members of their households while in ADSPY 57% of the academic staff had between 1 to 5 persons in their households. In overall, the table depicted 55% of the respondents irrespective of institutions as those having between 1 to 5 persons as their household members. The remaining 29% were those that have between 6 to 10 persons as their household members and the remaining 17% are those with more than 11 persons in their household. This finding suggest that most respondents had regulated household members and this might not be unconnected with the fact that all the sampled respondents were in the teaching services with possible sound educational background that will guide them to aware of consequence of crowding households.

However, Tettey (2011) found in his study that household pressure in terms of financial responsibilities can force workers to seek another well-paying job. More so, Tremblay (2005) found that pressure from family and friends can pull employee out of services or the disapproval of the family members to certain job can lead to staff attrition.

In another findings presented in the Table 10 is the indigene or citizenship of sampled academic staff. Majority of respondents (72%) indicated hailed from

Adamawa State, while 26% were from other states of Nigeria and the remaining 2% were from various countries of the world. This indicates that most respondents were within the state hosting the institution; which might reduce the attrition among the academic staff. However, if the job prospects and other benefits in neighbouring states are better than what is available in the state of origin, workers can afford to travel to the better promising places, even crossing the international boarder to other countries of the world.

The distribution of respondents by the years in the teaching services as revealed by (Table 10); reveals that most respondents (55%) had just completed their probation periods, while those worked between 6 to 15 years were 25% of the total sampled academics staff and the rest, 20% were those that had put more than 16 years in their services. However, having most respondents among those just completed their probation periods indicate that most respondents had just been recruited into teaching services and this might be as a result of on-going recruitment exercise in the study area which was aimed to augment the mass departure of the staff from teaching services as results of poor job prospects. This agrees with the findings made by Mboya (2016) that the dominance of young graduates in any services is suffice as an indication for the impromptu departure of experienced staff from services in respect to lack of job prospects.

The results on the Table 10 also reported the working pattern for the sampled academic staff across the three sampled tertiary institutions. The staff working pattern shows that most respondents (47%) across the three institutions indicated started working in their current institutions, while 38% had worked in two places and the remaining 15% had worked in places more than two. This result also showed that most academic staff were just having post graduate experiences for the first time in their current working place and this could be attributed to the high staff attrition which kept providing opportunities for young graduates to fill the vacuum created by departed experienced staff. This occurs after the experienced staffs seek possible better working places with more pension policy and better staff benefits mostly outside the teaching services.

4.4 Academic staff attrition rate

The rate of attritions data in Table 11 below provide the data obtained from institutions record of the number of staff that depart within a ten year period which was used to determine.

Table 11: Academic Staff Attrition Rate in the Sampled Tertiary institutions

Institutions		Year									
		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MAUTECH	NSJ	301	290	376*	370	457*	432	402	367	323	474*
	NSD	290	283	370	365	432	402	367	323	279	461
	Attr R	4%	2%	2%	1%	5%	7%	9%	12%	14%	3%
FCEY	NSJ	275	261	247	327*	307	279	355*	323	381	406*
	NSD	261	247	231	307	279	257	323	290	351	381
	Attr R	5%	5%	6%	6%	9%	8%	9%	10%	8%	6%
ADSPY	NSJ	102	98	188*	179	170	264*	246	253	373*	363
	NSD	98	93	179	170	159	246	230	234	352	351
	Attr R	4%	5%	5%	5%	6%	7%	7%	8%	6%	3%

NSJ: Number of Teaching Staff at beginning of Year (January); NSD: Number of Teaching Staff at End of the Year (December). Attrition Rate(Attr R) = $\{((NSJ - NSD) \times 100) / NSJ\}$. * Year with massive recruitment.

Source: Field Survey, 2016

Academic Staff Attrition Rate in the Sampled Tertiary Institutions

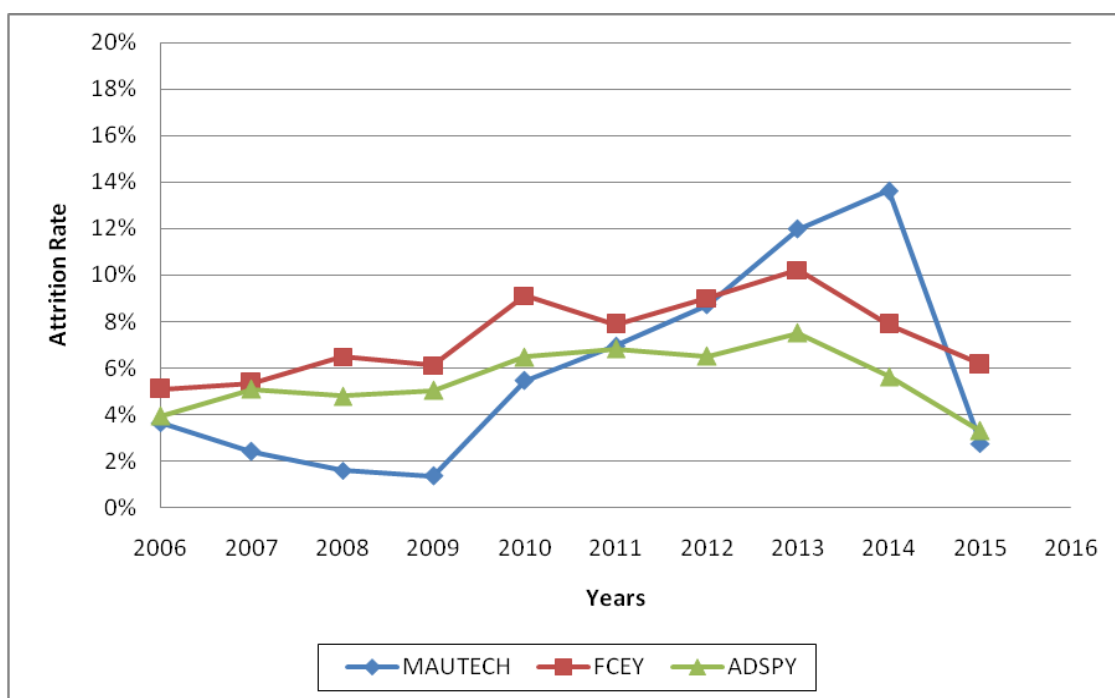


Figure 5: Academic Staff Attrition Rate in the Sampled Tertiary Institutions

The results in the Table 11 and Figure 7 respectively reveal the attrition rate among the sampled tertiary institutions; MAUTECH, FCEY and ADSPY for the periods of 2006 to 2015 (Ten years periods). The results indicate that MAUTECH in the 2006 enjoyed less attrition compared with FCY and ADSPY which respectively had 5% and 4% respectively. In the years 2007 through 2009, MAUTECH regulated the attrition rate from initial 4% to as low as 1%, while FCY and ADSPY experience rises in attrition from 4% and 5% to 6% and 7% respectively. The unique rise of attrition in both institution FCEY and ADSPY in the years 2006 to 2009 could be attributed to the massive recruitment by Modibbo Adama University of Technology (MAUTECH), Yola in which much of teaching staff from both the Federal college of education Yola and Adamawa State Polytechnic Yola, left their working place to the University system where the pension scheme, allowances and other staff benefits are more standardized.

However, in year 2010 the attrition rate rose sharply from 1% to 6% in 2010 and to 14% in 2014. This utmost rising in attrition rate was also noticed in both FCEY and ADSPY, with ADSPY having lesser rising rate compared to the other two institutions. The reasons for the upsurge in attrition rate could be attributed to some factors, such as the government stand on pension scheme within the years 2006 through 2013 that was unclear to most labour unions and association. This affected majority of academic staff, most especially those with higher qualifications and those that had just been recruited into system to seek for better opportunity elsewhere, even in Federal Government jobs that has more prospects for staff. In line with this, Mahmoud (2015) reported that in the years 2007 to 2010, majority of academic staff moved from teaching services to Federal Inland Revenue Service (FIRS), Independent National Electoral Commission (INEC) and other jobs under Ministry of Interior where the government stands on staff benefits are clear and gives brighter future for retirees. Among the factors for drastic attrition in the tertiary institution in Adamawa State in 2010 to 2014 he averred, may not be unconnected to the Boko Haram (*Western Education is Forbidden*) insurgency in the North Eastern Nigeria which seriously affected Adamawa State. In these years, majority of teaching personnel with good qualifications moved from the region to other places including outside Nigeria.

The dropping in the attrition witnessed in the three institutions in the year 2015 could be as result of waiver given by the Federal and State Government to the management of these institutions to embark on massive enrolment to cater for the departing staff during the crises. This measure appeared to have provided initial solution to attrition rate in the tertiary institutions in Adamawa State. However, the fact that most recruited staff are fresh university graduate indicate that as soon as these people became aware of uncertain future of their job regarding pension policy, the chance to record high rate of attrition became high.

In a nutshell, the attrition among the academic staff in the tertiary institutions in the academic area remained high and the role played by poor and unclear retirement policy could not be overlooked. People like to work where their job is secured as well as their future after retirement.

4.5 Amount and Process of retirement benefit Payment and academic staff attrition

The data on the extent to which the amount and process of retirement benefit payment influence academic staff attrition in tertiary institutions are presented in Table 12 and analysed as follows:

Research Question I: To what extent do the amount and process of retirement benefit payment influence academic staff attrition in tertiary institutions?

Table 12: Retirement Benefits Amount and Process and Academic Staff Attrition

S/n	Items	SA5 FX (%)	A4 FX (%)	D3 FX (%)	SD2 FX (%)	UD1 FX (%)	\bar{x}	Std. Dev.	Interpr etation
RB ₁	Procedure of payment of retirement benefits is efficient	99 (32%)	140 (45%)	40 (13%)	12 (4%)	21 (7%)	3.91	1.10	Agree
RB ₂	Retirees receive retirement benefits(pension) timely	175 (56%)	30 (10%)	17 (5%)	14 (4%)	76 (24%)	3.69	1.70	Agree
RB ₃	Retirees receive retirement income as and when due and full payment	20 (6%)	175 (56%)	35 (11%)	18 (6%)	64 (21%)	3.22	1.29	Agree
RB ₄	Retirees receive adequate pension payments	29 (9%)	165 (53%)	39 (13%)	0 (0%)	79 (25%)	3.21	1.37	Agree
RB ₅	Retirement income payment to retirees is regular	51 (16%)	30 (10%)	12 (4%)	183 (59%)	36 (12%)	2.61	1.28	Disagreed
RB ₆	My retirement benefit is paid by institution	80 (26%)	138 (44%)	81 (26%)	3 (1%)	10 (3%)	3.88	0.91	Agree
RB ₇	The retirement benefit payment in the new policy is not	17 (5%)	135 (43%)	89 (29%)	50 (16%)	21 (7%)	3.25	1.01	Agree
RB ₈	The new retirement policy affects my decision to leave the institution early	15 (5%)	113 (36%)	31 (10%)	31 (10%)	122 (39%)	2.58	1.43	Disagree
RB ₉	The new retirement policy can help solve the problem of benefit payment in the institution	21 (7%)	155 (50%)	90 (29%)	26 (8%)	20 (6%)	3.42	0.97	Agree
RB ₁₀	Pension fund custodians and administrators can manage retirement benefit payment better	20 (6%)	189 (61%)	30 (10%)	47 (15%)	26 (8%)	3.42	1.09	Agree

Note: N=312; N= total; \bar{x} = mean; RB = Retirement Benefit

Average respondents opinion agreed = 58%, Disagreed opinions =27%, and 15% Neutral opinions.

Decision Rule: Agree for $X \geq 3.0$ and to Disagree for $X \leq 2.9$. Given that the neutral or average mean (\bar{x}) score is 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore the decision rule agrees when the mean score or value greater or equal to 3.0 and to disagree when the values are 2.9 and below. The decision rule for standard deviation is to agree with values ≥ 1.0 and to disagree with any value greater than ≤ 1.0 .

The results in the Table 12 reveal the perception of respondents on the impact of retirement benefits amount and process on academic staff attrition in tertiary institution in Adamawa State. The results for retirement benefits factor (RB) was considered a significant contributory factor to academic staff attrition as indicated by results of the analysis. On RB₁ most respondents agreed that the procedure of payment of retirement benefits is efficient with a Mean score of 3.91 which is lower than the neutral score and a standard deviation of 1.10. Likewise, on RB₂ most respondents expressed disagreement to the assertion that retirees receive retirement benefits (pension) timely, this implies that the retirees were not receiving their benefits on time with Mean of 3.69 and standard deviation of 1.70. More so, on RB₃ most of the respondents expressed disagreement to the assertion that the retirees do receive retirement income as and when due and full payment with a Mean score of 3.22 and standard deviation of 1.29. Also, RB₄ majority of the respondents indicated disagreement that retirees do receive adequate pension payments with a Mean score of 3.21 and standard deviation of 1.37. Likewise, on RB₅ most respondents agreed that the retirement income payment to retirees is irregular with a Mean score of 2.61 and standard deviation of 1.28.

Furthermore, on RB₆ most respondents indicated that their institutions are responsible for the payment of their retirement benefit with a Mean score of 3.88 and standard deviation of 0.91. Similarly, on RB₇ most of the respondents strongly disagreed to the assertion that the new retirement benefit payment is not with a Mean score of 3.25 and standard deviation of 1.61. Meanwhile, on RB₈ most of the respondents felt that the new retirement policy affects their (academic staff) decision to leave the institution earlier with a Mean score of 2.58 and standard deviation of 1.43.

Again on RB₉ most of the respondents were of the opinion that the new retirement policy is sufficed to solve the benefit payment across the institutions with a Mean score of 3.42 and standard deviation of 0.97. Also, on RB₁₀ most of the respondents expressed that the pension funds custodians and administrators can manage retirement benefit payment better with a Mean score of 3.42 and standard deviation of 1.09.

The results shows that 58% of the respondents were of the opinion that the amount and process of retirement benefits payment is unfavourable to academic staff, while about 27% of them see no problem with it and the remaining 15% of the respondents were neutral or indifferent to it. This result implies that payment of retirement benefits in terms of amount and process are unsatisfactorily managed and this has caused dissatisfaction among academic staff consequently causing attrition as expected.

These results seem to be confirmed the results of the interview and focus group discussions. For instance, on the question: how do you think that the new contributory pension's policy is better than the old pay-as-you-go (PAYG)?

During the interview, 4 out of the 6 Pension managers attached to the institutions representing about 67% of them responded by saying that the new scheme is good because it reduces the burden on government and it ensures or assures pensioners of prompt payment. So the issue of delay is eliminated, management issues and corruption is minimized.

The Stanbic IBTC Pension manager said that, *"it ensures prompt payment of benefit and removed the burden on government, but the government must ensure that remittances are effected as and when due, culprits are adequately punished, and adequate supervision of its administration"*. (Personal communication. November 6, 2016).

The pension managers were further asked, how they think the retirement policy 2004 of contributory pension scheme can ensure adequate funding of retirement benefits: Their majority opinion (almost all of them) was that, the new contributory scheme has partially solved the problem of funding by making the individual retiree responsible through his contributions.

Premium pension manager observed that, *“The government needs to ensure that retirees benefits are accurately documented and correctly calculated to prevent over estimation of retirement benefits or otherwise, enforcement of necessary rules and regulations, prompt payment of benefits as when due, ensure strict supervision and monitoring of retirement policy implementation to ensure that all institutions implement the policy correctly and at the right time”* (Personal communication. November 7, 2016).

Similarly, academic staffs were asked, whether they think that funding of retirement policy will minimize the growth of pension liabilities: (If “yes” how?)

Majority of respondents 24 out of 30 representing about 80% said “yes” and gave the following reasons:-

1. Strict enforcement of the rules and regulations guiding the new retirement policy and management of institutions made to comply.
2. Ensure effective remittance of contributions of employees to pension managers
3. Regular updating of employee nominal with the pension administrators.
4. Correct calculations and grade levels of employee’s benefits.
5. Penalizing any corrupt practices using relevant legislations.

An academic staff of MAUTECH Yola queried that, *“why should pension liabilities accumulate if the problem of funding is eliminated through prompt remittance of retirees’ benefits to the appropriate bodies for payments. What is happening to the employees’ savings that allow pension liabilities to accumulate”* (Personal communication, November 7, 2016).

Another academic staff from FCEY said that, *“I think pension and gratuity liabilities are accumulating because the delay period that has been allowed by the Act which permits the pension managers to delay payment for six months. So, most of them use that excuse to allow liabilities to pile before they start payment. Unless this provision is corrected, pension and gratuity liabilities will continue to accumulate”* (Personal communication. November 8, 2016).

The managements of the institutions were asked, whether poor administration was responsible for the inadequate funding of new retirement policy (If “yes” how?). Some of the management representatives said No. while, many others said yes and their reasons include delay in implementation, that the policy was enacted in 2004 it was not implemented until 2007 and there was no financial backing to support it till 2010. And also, people who retired from within this period were unable to collect their benefits due to administrative bottle – necks. They were also asked how the

poor or delay in funding of the new retirement policy caused the untimely payment of retirement benefit and growth of pension liabilities.

FCE Yola Stanbic IBTC Pension administrator said that, “the Institutions depends on government subventions even to pay monthly salaries, therefore any delay or under payment to institutions will affect all programs including retirement benefit payment” (Personal communication. November 7, 2016). Similar observation was made Sigma Pension manager in Yola office

Pension managers of the institutions were further probed, whether the use of private custodians and private administrators or managers was responsible for the poor funding of the new retirement policy: They said that they had seen it during the last few years how pension funds were mismanaged. That for example,

1. Under the private operators pension funds became personal funds for other people;
2. The previous administration used their relatives to own the companies administering the pension funds. Some of the pension funds went to political campaigns and so there was no money to pay retirees.
3. This reason was also responsible for the accumulation of retirement benefits (pension liabilities).

Pension managers of the institutions were of the view that the accumulation will soon go when fully implemented and coverage becomes wider.

However, majority of academic staff 77% (23 out of 30) respondents interviewed) preferred the old pay-as-you-go system or defined benefit system to the new defined contributory system. Their reasons are: -

- i. It is the government that bears the cost,
- ii. benefits are higher 80% of your last while now it 20% of your savings,
- iii. You can complain about your payment and you will easily be heard, and
- iv. If there is increase in salaries or wages you will also receive these but under the new pension your pension benefit is static” and does not change despite the level of inflation. Those that recommended the new system gave prompt payment of the monthly benefit as their main reason.

On how does the retirement policy 2004 in your institution affected your desire to stay or leave the institution?

During the focus group discussion, most of the respondents (academic staff) about 70% of them (21 out of 30) agreed that the current policy has heighten their desire for attrition because of low benefits as compared to other organizations where the employers pay the total contributions on behalf of its employees. On the payment of retirement benefits they argued that it still boils down to individual's contributions, investment and prompt remittance from the source and employers into the retiree's accounts. But for most of us that have 10, 15 or 20 years more to save it is not good because we cannot save enough money to guarantee us adequate income in retirement. However, they said that, for academic staff that have more than 20 years to retire. This would not only ensure adequate payment of benefits, and would provide retirees with other payment from the interests accruing from their investments, this because they would have save enough money to generate adequate interest.

An academic staff of MAUTECH said, *“if remittances are done effectively retirees will not need to constantly withdraw from their savings but from dividends accruing from their investments and voluntary contributions. But since no staff yet know how his savings are invested, with which company or assets, by whom and how much is accruing monthly. It will be difficult for us to believe that the scheme is viable and can reduce old age poverty”* (Personal communication. May 7, 2016).

Similarly, Makele (2008) queries how and why should employees be compelled to make contributions to be invested without provisions for detailed returns on investment and interest rate accruable to contributors' investment. Rather, Section 47(f) provides that “the Pension Fund Custodian shall undertake statistical analysis on the investments and returns on investments with respect to pension funds in its custody and provide data and information to the pension fund administrator and the Commission”. Makele (2008) further observes that the Act does not make any provisions with regard to the responsibility of the Pension Fund Custodians to render account on investments to the employee-contributors through their respective Pension Fund Administrators in-charge of their individual retirement savings account.

This means that despite the fact that the amount of retirement benefit is inadequate and the process of payment is poor, it can be improved if necessary steps are taken like putting appropriate legislations in place. Similarly, academic staff will be likely to trust the scheme if they know how much interest their savings is generating each month.

In a focus group discussion with academic staff majority opinion of the discussants was that the new retirement scheme does not ensure adequate payment of retirement benefits and the process of payment is very frustrating, because those that retire under the new scheme have experienced difficulty in getting their payment and the rate was low compared to other sectors and even the old scheme.

An academic staff of the ADSPY has this to say, “we have seen those that retire among senior academics are collecting low pension amounts as compared to other people from other organizations in fact I do not know what to do now because I do not think I will retire here” (Personal communication, May 8, 2016).

An academic staff of FCEY claimed that, “Although it took long time for the retirees to start getting their gratuities, the pensions were paid promptly. But the amount was low as compared to those under the PAY AS YOU GO system. He cited other public organizations where both their pension and gratuities are higher and asked why that are so” (Personal communication, May 9, 2016).

Similarly, in an in depth interview with school managements of the institutions on, how the new retirement policy particularly benefit payment contributes to the academic staff affliction: majority said that the new policy has contributed to academic staff attrition and gave the following reasons: -The few staff that retired had difficulties accessing their benefits; The benefits were too low compared to other organizations for example a gratuity of a senior lecturer is only 6 million naira while in other section is up to 15 million naira or more: High disparities between male and female; Absence of pre-retirement package apart from sabbatical leave; too much work load and Severe inter personal relations.

A member of the FCEY management said, “most of these academic staff that left the institutions had gone to other service organizations like national examination council, power authority, ministries of justice and health among others because they have good salaries and retirement packages” (Personal communication, May 9, 2016).

Similar claim was made by a management staff ADSPY that, *“if given the opportunity for employment in organizations like power holding company, petroleum, ports authority and the like I will go because the retirement benefits are highly attractive and no delay in payment. Did you ever herd their staff are on strike because of low benefits, but what of teachers who are on constant strike on the amount and process of benefits payment”* (Personal communication. May 8, 2016).

Besides, a management staff of MAUTECH notes that, *“the situation of arrears of pension and gratuity is even more deplorable in the state and the local government councils. The Adamawa state pension board have not paid single gratuity since the removal of Governor Murtala H. Nyako in 2014”* (Personal communication. May 10, 2016).

On the question of what is supposed to be done to improve retirement benefits amount and process of payments: They suggested that review of academic staff retirement benefits to be the same as other sectors; updating of staff records regularly to ensure adequate benefits are paid to all; Correct calculation of employee benefits and involvement of academic staff in their record updating through feedback mechanism to ensure correct estimates of benefits. Furthermore, other members of academic staff were also asked to express their concerns about payment of retirement benefits: They stated that in addition to low benefits compared to others, some of them fear that it does not seem sustainable with the private operators. Also changes in policies and leadership may pose a threat to the implementation of the new scheme. Other reservations include absence of reviews in the case of increase in inflations and upward review of wages, long waiting period before accessing payments and rules and regulations across organizations.

On further probe concerning poor payment of retirement benefit how could it be corrected: some of the solutions they suggested include-: Review of benefits amount inclined with consumer price index (CPI) to ensure that retirees can afford basic necessities of life and the profit accrued as interest on their investments to be added to their monthly payments. These reasons are in addition to enhanced funding by government, enforcement of rules and regulations, effective administrative mechanism, regular supervision and monitoring of the exercise among others.

4.6 Establishment of Uniform Rules, Regulation and Standards and academic staff attrition

The data on the impacts of lack of uniform rules, regulation and standards on academic staff attrition in tertiary institutions are presented in Table 13 and analysed as follows:

Research question II: what is the impact of lack of uniform rules, regulations and standards on academic staff attrition in tertiary institutions in Adamawa State, Nigeria?

Table 13: Lack of Uniform Rules and Academic Staff Attrition in Tertiary Institutions

S/n	Items	SA5 FX (%)	A4 FX (%)	D3 FX (%)	SD2 FX (%)	UD1 FX(%)	\bar{x}	Std. Dev	Interpret ation
DR ₁	There are adequate legislations for retirement policy implementation	130 (42%)	50 (16%)	95 (30%)	17 (5%)	20 (6%)	3.81	1.22	Agree
DR ₂	There is uniform rules and regulations of retirement policy across organizations.	11 (4%)	190 (61%)	50 (16%)	20 (6%)	41 (13%)	3.35	1.10	Agree
DR ₃	The rules and regulations are strictly enforced	20 (6%)	156 (50%)	40 (13%)	38 (12%)	58 (19%)	3.13	1.27	Agree
DR ₄	There is adequate monitoring/supervision to ensure compliance.	230 (74%)	20 (6%)	33 (11%)	12 (4%)	17 (5%)	4.39	1.16	Agree
DR ₅	There is need for more uniform rules and regulations for pension administration.	261 (83%)	37 (12%)	0 (0%)	3 (1%)	11 (4%)	4.71	0.83	Agree
DR ₆	There is no problem(s) with retirement policy administration rules in the institution	6 (2%)	209 (67%)	74 (24%)	12 (4%)	11 (4%)	3.60	0.75	Agree
DR ₇	Effective retirement rules and regulations will minimize academic staff attrition.	205 (65%)	86 (28%)	12 (4%)	5 (2%)	4 (1%)	4.55	0.76	Agree
DR ₈	The retirement policy rule and regulations are not against women	15 (5%)	159 (51%)	65 (21%)	57 (18%)	16 (5%)	3.32	1.00	Agree
DR ₉	The retirement policy rules and regulations are inadequate to for effective administration of pensions	45 (14%)	170 (54%)	79 (25%)	15 (5%)	3 (1%)	3.77	0.79	Agree

Note: N=312; \bar{x} = Mean; Std. Dev.= Standard deviation, DR = Rules for retirement policy management.

Average Agreed respondents opinions = 64%, Disagreed opinions = 20% and Neutral opinions = 16%.

Decision Rule: Agree for X ? $X \geq 3.0$ and to Disagree for X; $X \leq 2.9$. Given that the neutral or average mean(\bar{x}) score in 3.0, the cut point is the upper limit of mean

score which is 3.5 and the lower limit is 2.5. Therefore the decision rule agrees when the mean score or value greater or equal to 3.0 and to disagree when the values are 2.9 and below.

The decision rule for standard deviation is to agree with values ≥ 1.0 and to disagree with any value greater than ≤ 1.0 . Given that the neutral or average mean (\bar{x}) score in 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore, the decision rule is agree with any mean score or value greater or equal to 3.0 and to disagree with values 2.9 and below.

Table 13 presents the respondents' opinions on the effects of rules; on academic staff attrition in tertiary institutions coded as (DR). The results indicate that for DR₁ most respondents expressed that there are adequate legislations for retirement policy implementation with Mean score of 3.81 and standard deviation of 1.22. However, majority of respondents strongly agreed to DR₂ the assertion that the rules and regulations of retirement policy are across organizations with a Mean score of 3.35 and standard deviation of 1.10. Irregularity in the policy implementation across institutions might give rooms for mismanagement of pension funds and abuses of peoples' rights. Also, most respondents unanimously agreed with DR₃ assertion that in the administration of pension benefits does not strictly follow rules and regulations with a Mean score of 3.13 and standard deviation of 1.27. Likewise, majority of respondents strongly agreed with DR₄ assertion that there is inadequate supervision to ensure compliance while administering the pension with a Mean score of 4.39 and standard deviation of 1.16 respectively.

On DR₅ the results reveals further that majority of respondents strongly advocate for the more uniform rule and regulation of pension administration across the institutions with a Mean score of 4.71 and standard deviation of 0.83. Also, on DR₆ most of the respondents expressed strong agreement to the statement suggesting that the retirement policy 2004 rules and regulations in the institution does have many problems with a Mean score of 3.60 and standard deviation of 0.75. This implies that the academic staff noticed various problems associated with the administration of pension policy in Adamawa State tertiary institutions. Likewise, on DR₇ most of the respondents strongly hope that effective retirement policy administration will minimize academic staff attrition with a Mean score of 4.55 and standard deviation

of 0.76. More so, on DR₈ most of the respondents expressed the view that the new retirement policy rule and regulations are against women with a Mean score of 3.32 and standard deviation of 1.00. This conforms to the fact that at retirement females collect 3 million naira as gratuity or lump sum while the males collect up to 6 million at the same rank. Most respondents on DR₁₀ strongly expressed the view that the new retirement policy rules and regulations are inadequate to ensure effective administration of pension with a Mean score of 3.77 and standard deviation of 0.79. This could be attributed to the nature of the rules, regulations and standards among organizations and between males and females.

The results shows that 64% of the respondents were of the opinion that the rules, regulations and standards is negatively affecting academic staff decisions for attrition while only 20% of them disagreed and 16% were neutral. The results imply that in spite of some noticeable irregularities and discriminations in the pension policy, the respondents agree that the if the rules and regulation are unified and followed to high extent and some corrections made to items found irregular, , inappropriate and unevenly implemented across the institutions, the pension scheme can reduce the attrition rate among academic staff.

The results of the quantitative analysis also concur with the results of qualitative analysis. During the interview, retirement scheme administrators/pension managers were asked, how the lack of uniformity in rules and regulation governing the implementation of retirement benefits or pensions and gratuities have affected retirement policy implementation and benefit payments: All the 6 of them representing 100% agreed that it has affected the administration of the policy because other sectors and organizations feel unfairly treated. They all argued that the new retirement policy (Defined Contribution) has generally been mal-administered in Nigeria over the years and that resulted in accumulation and growth of pension benefits leading to delay and non-payment, corruption, misappropriation and all forms of frauds, because it led some employees to steal public funds for their retirement purpose which was partly attributed to lack of definite rules and regulations in the area.

Abdulkadir (2006) argues that Decree 11 of 1993 makes special provisions for the academic staff of Federal Universities. Under the Act, the compulsory age of

retirement of an academic staff is 65 years. The 35 years service rule does not apply. A person who retires as a professor, having served for a minimum period of 15 years continuous service as a professor in the University system or continuously in the service of a university in Nigeria up to retiring age shall be entitled to 100% of his terminal annual emolument as pension. The retirement policy 2004 is silent on this clause. The implication is that professors would be paid pension based on the amount contributed by individual staff, and this will adversely affect their pension benefits as it is not in tune with the Federal Government and Academic Staff Union of Universities (ASUU) Agreement in 1992 and it does not guarantee prompt and regular payment of pension benefits to beneficiaries. The Act has definitely disadvantaged some category of staff in the public sector. Since there is no clause in the new Act that dealt with the issue highlighted, it is a distortion of the provisions of the existing Act that favoured employees. Ojujoh (2005:29) also observes that the provision of Sections 3, 4, and 5 of the Pension Reform Act 2004 constitutes clogs in the wheel of the employees and pensioners progress. Ojujoh (2005), argues that a professional employee or any employee under the age of fifty (50) years cannot hope on receiving his gratuity or pension benefits promptly and regularly, upon his retirement, to set up his own private practice or business or even becomes employer of labour. Ojujoh further points out that even those who retire at fifty years or above cannot collect lump sum from their retirement savings account promptly to set up a meaningful project in life – though it is assumed that the money is their resources stacked in their so-called retirement savings account (RSA) (p.30).

However, Standbic IBTC pension administrator had this to say:

“Since the reviewed policy has good penalties for mal-administration I think pensions will be better administered this time around. There are still issues of inadequate legislation that is manifested in differences in implementation across organizations and ministries. For instance, the provision of Sections 3, 4, and 5 of the Pension Reform Act 2004 has been misinterpreted by many organizations” (personal communication, 26 May, 2016).

However, it is important to note that the Pension Reform Act 2004, Section 2(c) stipulates that:

“One of the objectives of the scheme shall be to establish a uniform set of rules, regulations and standards for the administration and payments of retirement benefits for the public service of the federation, federal capital territory and the private sector” (National Assembly, FRN, 2004:32).

This statement may not be unconnected to the review that was made in 2014 in order to ensure uniformity in rules, regulations and standards guiding the operation of the policy. For example, the Provisions Act 2012, which reviewed the retirement age and benefits of University Professors to 75 years and they to retire with full salaries like the judges and military generals.

Similarly, during the focus group discussion (FGDs), academic staff were asked whether they believed that private pension fund custodians and administrators (managers) or the local offices of establishment can manage and administer retirement policy (benefit) better. If yes how? And If no, why?

Only a few of the respondents answered yes about 37% (11 out of 30) and gave the following strategies and reasons; by enhancing employee saving true appropriate rules and regulations, keeping retirees regularly aware of retirement accounts and interest accruing monthly; employees can access their accounts any time to know how much they have in their accounts and how much they are entitled to collect or receive.

However, majority 63% (19 out of 30) answered no (negatively) and they were of the opinion that the scheme is not transparent and not sustainable given the political and economic climate, rules and lack of uniformity. For example they do not know why despite the growth in pension assets the authorities are still finding it difficult to eliminate pension liabilities, pay benefits as and when due and also why males should receive more gratuities (annuity) than females under the new scheme and why every complaint individuals have to travel to the federal capital, Abuja. Several staff that retired had claimed that they had difficulties accessing their benefits etc.

In depth interview with the managements of the institutions on, whether rules, regulations and standards was responsible for the poor administration that was

responsible for the inadequate funding of the new retirement policy: (If yes, how?) :- Majority of the institutions' management representatives said yes and their reasons include:- delay in its implementation has provided room for mismanagement and corruption, that for example, the policy was enacted in 2004 and was not implemented until 2007 and there was no financial backing to support it till 2010, People who retired from within this period had difficulties in receiving their benefits due to some administrative bottle – necks. This was because there were no uniform rules and regulations so various organizations are implementing it the way it suits them.

On the other hand, academic staff of FCEY was asked how the establishment of uniform rules and regulations has affected the administration of retirement benefits and their retirement decisions. He answered that,

“That academic staffs that retire were collecting fewer benefits than retirees from other organizations, for example, ministry of health, power sector and the judiciary, why should we not worry. Even within the academic circle others will retire with full salary while others will be at the mercy of their savings” (personal communication, 2 June, 2016).

Similarly, an academic staff of ADSPY said that:

The presence of lack of uniform rules and regulations has affected the payment and the amount of benefits that is why we have to retire early enough to undertake other jobs that will help them earn more or they will have to quit teaching and take other jobs that have better retirement benefits” (personal communication, 3 June, 2016).

In a FGD with the academic staff they made reference to section 291 (3) (a) of the 1999 Constitution of the Federal Republic of Nigeria which stated that,

“any of the listed judicial officers shall be entitled to retirement benefits (pension and gratuity) for life at a rate equivalent to his last annual salary and all his allowances, in addition to any other retirement benefits to which he may be entitled, provided he has been in that position for a period not less than fifteen years”

[S.291 (3) (a)]. (National Assembly, FRN, 2004).

These rules and regulations in the rates of contribution and benefits are in direct conflict with and violation of the Nigerian constitution and the principle of equity

and fairness. The academic staff said that it was because of their last strike action that the university professors were added to the list of those that will retire with their full benefits. One senior academic said that, if he can have his way he will transfer to the ministry of justice so that he can retire with full benefits.

Even the delay in payment of retirement benefits has been attributed to conflicting rules and regulation by making reference to section 4(2) of the 2004 Act which legalizes delays in the payment of retirement benefits. Section 4(2) provides that,

“When an employee retires before the age of 50 years in accordance with the terms and conditions of his employment [S. 4(2)I], the employee may, on request, withdraw a lump sum of money not more than 25 per cent the amount standing to the credit of the retirement savings account provided that such withdrawal shall only be made after six months of such retirement and the retired employee does not secure another employment” [S. 4(3)].

(National Assembly, FRN, 2004).

In view of these analysis, it could be assumed that the rules, regulations and standard in the retirement policy 2004 has generated academic staff lack of trust due to disparities in benefits among organizations and the desire for attrition, this is in line with equity and fairness theory proposition that employees compare their input and output against those of significant others. If there is perception of inequity defined by their output being less than those of significant others the feeling of frustration, low commitment and lack of job satisfaction sets in.

4.7 Individual savings and academic staff attrition

The data on the effects of individual savings on academic staff attrition in tertiary institutions are presented in Table 14 and analysed as follows:

Research Question 111: What is the effect of Individual Savings on Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria?

Table 14: Individual Savings and Academic Staff Attrition in Tertiary Institutions

S/n	Items	SA5 FX (%)	A4 FX (%)	D3 FX (%)	SD2 FX (%)	UD1 FX (%)	\bar{x}	Std. Dev	Interp retatio n
EI ₁	Most staff prefer defined contribution pension scheme because it enhances individual savings	167 (54%)	105 (34%)	20 (6%)	7 (2%)	13 (4%)	4.30	0.99	Agree
EI ₂	There is enhanced savings in the new retirement policy	143 (46%)	87 (28%)	62 (20%)	13 (4%)	7 (2%)	4.11	1.01	Agree
EI ₃	Pension fund savings can enhance investment in the national economy	185 (59%)	76 (24%)	35 (11%)	10 (3%)	6 (2%)	4.36	0.94	Agree
EI ₄	Enhanced individual savings generate more individual investment	183 (59%)	100 (32%)	24 (8%)	5 (2%)	0 (0%)	4.48	0.71	Agree
EI ₅	Enhanced individual savings reduce old age poverty	220 (71%)	65 (21%)	14 (4%)	9 (3%)	4 (1%)	4.56	0.82	Agree
EI ₆	Individual pension savings is affected by contributions rate	14 (4%)	17 (5%)	52 (17%)	225 (72%)	4 (1%)	2.40	0.80	Disagree
EI ₇	The policy will enhance savings habit among academic staff	160 (51%)	113 (36%)	31 (10%)	4 (1%)	4 (1%)	4.35	0.81	Agree
EI ₈	Most staff could not have been able to save for retirement without the compulsory saving scheme	213 (68%)	46 (15%)	40 (13%)	9 (3%)	4 (1%)	4.46	0.91	Agree
EI ₉	Compulsory saving policy affects staff desire for attrition or to leave the institution	184 (59%)	59 (19%)	63 (20%)	6 (2%)	0 (0%)	4.35	0.87	Agree

Note: N=312; \bar{x} : Mean; Std. Dev.= Standard deviation; EI = Enhancement of Individual savings

Average respondents agreed opinions = 68%, Disagreed = 20%, and Neutral = 12%.

Decision Rule: Agree for $X? X \geq 3.0$ and Disagree for $X? X \leq 2.9$. Given that the neutral or average mean (\bar{x}) score is 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore the decision rule agrees when the mean score or value greater or equal to 3.0 and to disagree when the values are 2.9 and below. The decision rule for standard deviation is to agree with values ≥ 1.0 and to disagree with any value greater than ≤ 1.0 .

The results in Table 14 are on enhancement of individual saving towards retirement factor. The results indicate that most sampled academic staff on EI₁ express strong agreement for the assertion that most staff prefer defined contribution pension scheme because it enhances individual savings with a Mean score of 4.30 and standard deviation of 0.99. Also, on EI₂ most of the respondents felt that there is enhanced saving in the new retirement policy with a Mean score of 4.11 and standard deviation of 1.01.

Furthermore, on EI₃ most sampled academic staff in the Adamawa state tertiary institution strongly expressed agreement that pension fund savings is capable of enhancing the national economy if judiciously managed and invested with a Mean score of 4.36 and standard deviation of 0.94. Likewise, on EI₄ most of sampled staff strongly opined that enhanced individual savings is capable of generating more individual investment with a Mean score of 4.48 and standard deviation of 0.71. Likewise, majority of respondents on EI₅ strongly believed that enhanced individual savings will reduce old age poverty with a Mean score of 4.56 and standard deviation of 0.82. However, most respondents on EI₆ strongly disagreed to the assertion that individual pension savings is affected by the contribution rate with a Mean score of 2.42 and standard deviation of 0.80. More so, most respondents on EI₇ expressed agreement that the pension policy will enhance savings habit among academic staff with a Mean score of 4.35 and standard deviation of 0.81. Likewise, most sampled academic staff on EI₈ strongly believed that most staff could not have been able to save for retirement without the compulsory saving scheme with a Mean score of 4.46 and standard deviation of 0.91. Most respondents on EI₉ strongly expressed agreement that the compulsory saving policy affects staff desire for attrition or to leave the institution with a Mean score of 4.35 and standard deviation of 0.87.

The results shows that 68% of the respondents were of the opinion that individual savings has significant impact on their desire for attrition because the savings determines how much you will earn at retirement. So since majority of the respondents have put in more years indicating they may not save enough to guarantee them adequate income when they retire. However 20% of them disagreed while the remaining 12% were neutral. This implies that the more academic staffs are able to save, the more they are liable to stay in the service to increase their saving chances.

The opinions of the respondents from the quantitative analysis are in agreement with the opinions of respondents from the qualitative analysis. For instance, during the in-depth interview with retirement administrators/ pension managers majority 83% of them (5 out of 6) agreed that individual savings has effect on their desire for attrition. When asked what is the way forward, they gave the following as strategies that can help enhance individual savings for retirement; Through encouraging employees to increase their savings using voluntary savings and regularly checking on their remittances to ensure prompt remittance by their employers and from government (source), and insuring that administrators invest their money in viable and profitable ventures etc.

To stress the importance of enhancing individual savings for sustainable pension, section 4(1)(a)-(c) of the Act states that:

a holder of a retirement savings account upon retirement or attaining the age of fifty years, whichever is later, shall utilize the balance standing to the credit of his retirement savings account for the programmed monthly or quarterly withdrawals calculated on the basis of an expected life span; annuity for life purchased from a life insurance company licensed by the National Insurance Commission with monthly or quarterly payments; and a lump sum from the balance standing to the credit of his retirement savings account, provided that the amount left after that lump sum withdrawal shall be sufficient to procure an annuity or fund programmed withdrawals that will produce an amount not less than fifty percent of his annual remuneration as at the date of his retirement (National Assembly, FRN, 2004:32-33).

According to the National Assembly (2004), Section 11(1)-(7) of the Pension Reform Act 2004 provides that:

every employee shall maintain an account (in the Act referred to as "retirement savings account") in his name with any Pension FundAdministrator of his choice; the employee may, not more than

once in a year, transfer the retirement savings account maintained under subsection (1) of this section from one Pension Fund Administrator to another without adducing any reason for such transfer; the employee shall notify his employer of the Pension Fund Administrator chosen and the identity of the retirement savings account opened under subsection (1) cited above; the employee shall not have access to his retirement savings account nor have any dealing with the Custodian with respect to the retirement savings account except through the Pension Fund Administrator; the employer shall deduct at source the monthly contribution of the employee in his employment and not later than seven working days from the day the employee is paid his salary, remit an amount comprising the employees contribution under paragraph (a) of the subsection and the employers contribution to the Custodian specified by the Pension Fund Administrator of the employee to the exclusive order of such Pension Fund Administrator; upon receipt of the contributions remitted under subsection (5)(b) of this section, the Custodian shall notify the Pension Fund Administrator who shall cause to be credited the retirement savings account of the employee for whom the employer had made the payment; any employer who fails to remit the contributions within the time prescribed in subsection (5)(b) of this section, in addition to making the remittance already due, be liable to a penalty to be stipulated by the National Pension Commission, provided that the penalty shall not be less than two percent of the total contribution that remains unpaid for each month or part of each month the default continues and the amount of the penalty shall be recoverable as a debt owing to the employees retirements savings account as the case may be (National Assembly, FRN, 2004:35-36).

In an interview, the management of the institutions, the pension managers, and academic staff unanimously agreed that enhancement of individuals' savings will ensure the retirees have adequate pension at retirement. A member of the FCEY management said,

“one of them had this to say, we would not have been able to save this much if not because of the compulsory saving and you we have saved much now, so cannot leave it and go just like that. This implies that individual savings must be enhanced if academic staff are to get adequate benefits when they retire” (personal communication, 5 June 2016).

The academic staffs were asked, if such compulsory and enhanced saving schemes were not in place, would they have been able to save for their retirement? If yes how has this affected their decision to stay? Majority of them said they would not have been able to save for retirement without the compulsory and enhanced saving schemes. Most have attempted but failed. An academic staff from ADSPY said that:

“It is not easy to save from an irregular salary which is also very low. That is why if we have opportunity for a better paying job we will go. However, if our saving capacity could be enhanced we will stay. But with the current low pay and benefit, any academic staff that gets a better opportunity will definitely leave”
(personal communication, 6 June, 2016).

However, academic staff of MAUTECH had varied opinion:

“That is not just about saving, but we expect our savings to be invested in viable and profitable securities that can generate interest on the savings. But as of now, we do not see anything being added to our savings and savings alone cannot guarantee us adequate pension in retirement” (personal communication, 7 June, 2016).

The managements of the institutions were further probed, how are their academic staffs responding to enhanced savings in terms of voluntary saving for their retirement? Majority opinions are that academic staff are contributing voluntarily to enhance their retirement savings because have seen how much those that retired have collected as their gratuity or annuity as lump sum.

However, academic staff was further asked, how they think the compulsory and voluntary savings can enhanced their income in retirement? Majority responded yes and gave the following answers; It will ensure that they have additional retirement benefits to their statutory share in gratuity and monthly pensions, and it ensure that they had some form of Insurance because some will use it to cover their life insurance. This confirms the fears of academic staff with the retirement policy 2004 whose benefits depend on individual's savings. Therefore, individual savings has significant impact on academic staff attrition in tertiary institutions in the area under study.

4.8 The Growth of pension liabilities and academic staff attrition

The data on the effects of individual savings on academic staff attrition in tertiary institutions are presented in Table 15 and analysed as follows:

Research Question 1V: What is the effect of the growth of pension liabilities on academic staff attrition in tertiary institutions in Adamawa State, Nigeria?

Table 15: Growth of Pension Liabilities and Academic Staff Attrition in Tertiary Institutions

Item Code	Items	SA5 FX (%)	A4 FX (%)	D3 FX (%)	SD2 FX (%)	UD1 FX (%)	\bar{x}	Std. Dev	Interpretation
GPL ₁	The poorly funding of pension scheme increases pension liabilities	125 (40%)	62 (20%)	51 (16%)	54 (17%)	20 (6%)	3.70	1.32	Agree
GPL ₂	Through individual employee and employer contributions, pension liability is shifted from government to contributors	163 (52%)	76 (24%)	58 (19%)	11 (4%)	4 (1%)	4.23	0.96	Agree
GPL ₃	The low contribution rate to pension scheme enhance the growth of pension liabilities	143 (46%)	97 (31%)	50 (16%)	13 (4%)	9 (3%)	4.13	1.02	Agree
GPL ₄	Lack of comprehensive records of employers leads to the growth of pension liabilities	192 (62%)	48 (15%)	58 (19%)	4 (1%)	10 (3%)	4.31	1.02	Agree
GPL ₅	Employers lacking to comply with the pension act increases growth of pension liability	148 (47%)	109 (35%)	40 (13%)	5 (2%)	10 (3%)	4.22	0.95	Agree
GPL ₆	The integration of informal sectors into the pension scheme contributed to the growth of pension liabilities	144 (46%)	80 (26%)	77 (25%)	11 (4%)	0 (0%)	4.14	0.91	Agree
GPL ₇	High level of corruption is responsible for the growth of pension liabilities	242 (78%)	14 (4%)	40 (13%)	5 (2%)	11 (4%)	4.51	1.01	Agree
GPL ₈	Poor administration was responsible for the growth in pension liabilities	204 (65%)	50 (16%)	54 (17%)	0 (0%)	4 (1%)	4.44	0.87	Agree
GPL ₉	Untimely payment of retirement benefits leads to the growth in pension liabilities	175 (56%)	68 (22%)	52 (17%)	17 (5%)	0 (0%)	4.29	0.93	Agree
GPL ₁₀	The use of private custodians and pension administrators was responsible for the growth in pension liabilities	162 (52%)	66 (21%)	40 (13%)	23 (7%)	21 (7%)	4.04	1.25	Agree

Note: N=312; \bar{x} : Mean; Std. Dev.= Standard deviation; Rnk: Rank, GPL = Growth of Pension Liabilities

Average respondents agreed opinions = 76%, Disagreed = 21% and Neutral = 3%.

Decision Rule: Agree for X? $X \geq 3.0$ and Disagree for X ? $X \leq 2.9$. Given that the neutral or average mean(\bar{x}) score in 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore the decision rule agrees when

the mean score or value greater or equal to 3.0 and to disagree when the values are 2.9 and below.

The decision rule for standard deviation is to agree with values ≥ 1.0 and to disagree with any value greater than ≤ 1.0 . Given that the neutral or average mean (\bar{x}) score in 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore the decision rule is agree with any mean score or value greater or equal to 3.0 and to disagree with values 2.9 and below.

The results in Table 15 on the growth of pension liabilities factor indicates that on GPL₁ most of the respondents strongly opined that among the factors accounted for the increasing growth of pension liabilities is poor funding with a Mean score of 3.70 and a standard deviation of 1.32. Also, on GPL₂ most of the respondents strongly expressed agreement that pension liability has shifted from government to contributors as a result of new policy that require both individual employee and their employer to contribute towards pension scheme with a Mean score of 4.23 and standard deviation of 0.96. Likewise, on GPL₃ most of the sampled teaching staff in Adamawa State strongly indicated that the low contribution rate to the pension scheme led to the growth of pension liabilities with a Mean score of 4.13 and standard deviation of 1.02. Also, majority of respondents on GPL₄ strongly expressed agreement that lack of comprehensive records of employers led to the growth of pension liabilities with a Mean score of 4.31 and standard deviation of 1.02. The lack of records about numbers of employers implies that the authorities will not truly know those to get in touch with, concerning contribution towards pension scheme.

More so, on GPL₅ majority of the respondents felt that most of employers do fail to comply with the pension act and it is leading to increasing growth of pension liabilities with a Mean score of 4.22 and standard deviation of 0.95. Also, on GPL₆ most of the respondents felt that the integration of informal sectors into pension scheme accounted for the growth of pension liabilities with a Mean score of 4.14 and standard deviation of 0.91. Likewise, majority of respondents on GPL₇ strongly expressed agreement that high growth of pension liabilities was as a result of high level of corruption in all sectors in Nigeria with a Mean score of 4.51 and standard deviation of 1.01. Also, on GPL₈ most of the respondents expressed agreement that poor administration was responsible for the growth of pension liabilities with a Mean

score of 4.44 and standard deviation of 0.87. Most respondents on GPL₉ expressed agreement that not paying of retirement benefit as at when due also accounted for the growth of pension liabilities with a Mean score of 4.29 and standard deviation of 0.93. On GPL₁₀ the use of private custodians and pension administrators was responsible for the growth in pension liabilities as strongly expressed by most of the respondents with a Mean of 4.04 and standard deviation of 1.25 respectively.

The results shows that 76% of the respondents were of the opinion that growth of pension liabilities has significant impact on academic staff attrition because it has continued to affect how and when retirement benefits will be paid. However 21% of them disagreed while the remaining 3% were neutral. This implies that the more the authorities are able to clear the outstanding pension liabilities, the more will be the likelihood that benefit will be paid as and when due, the more academic staff will be liable to stay in the service of the institutions. This result indicates that growth of pension liabilities has significant effect on academic staff attrition because of its net effect on retirement benefit amount and process of payment, and the entire implementation of the policy.

The results of the quantitative analysis also concur with the results of qualitative analysis as indicated by the respondents' opinions. On what are the causes of the increase in the growth of pension liabilities? During the interview, pension administrators/managers majority of them 83% (5 out of 6) listed poor funding, low contribution rates, poor employee records, noncompliance, poor administration, corruption and untimely payment of retirement benefits (pensions and gratuities) were responsible for the growth of pension liabilities. However, they all believed that with the new contributory scheme, the issue of growth of pension liabilities should have been solved because the government has shifted it to individual retiree and the pension administrators/managers. So we are surprise to here that the pension liabilities are still growing making us to doubt the viability of the policy. But they gave some strategies they felt if put to practice could help stem the growth of pension and other retirement benefits. Respondents were of the view that the retirement policy 2004 can stem the growth of pension liabilities through;

- i. Proper documentation; only retirees can access their funds (i.e. No –ghost retirees),

- ii. Proper management of pension funds,
- iii. Financial discipline by both fund managers, government and financial institutions,
- iv. Limiting corruption & misappropriation through proper controls,
- v. Using the nominal roll on regular basis e.g. quarterly to ensure correct estimates guide the administration of the policy, and
- vi. One-time payment of all the outstanding liabilities by the authorities concern.

Stanbic IBTC pension manager Yola office had this to say:

“If only the government can clear the outstanding liabilities, there will not be problem of pension liabilities with the new scheme since we are all saving for it. so government should fund the liabilities since it was one of the major reasons for the policy change he added” (personal communication, 21 May 2016).

Similarly, academic staffs were asked, how they think the new policy will stem the growth of pension liabilities: Majority opinion 87% (26 out of 30 respondents) was that, the problem was with the pension administrators and the employers. If deductions are made correctly and remitted timely, retirement benefits will be paid promptly therefore, pension liabilities will not accumulate. To help do that, issues they suggested to be controlled include corruption, mismanagement, financial discipline, strict monitoring and supervision to ensure effective administration in addition to adequate funding by government through prompt deductions from the source and its remittance to appropriate accounts. One of the academic staff MAUTECH Yola said that:

“We are always scared to hear about growing pension liabilities because it makes someone like me doubt the sincerity of the government about the policy and its viability. Why should pension liabilities continue to pile when the scheme is contributory and employees are suppose to collect from their savings? He asked” (personal communication, 27 May 2016).

The fact that the retirement policy 2004 defined contribution and self sustaining, the increase in pension liabilities lives most academic staff in doubt about the policy viability and trust. With more than ten years of implementation, the accumulated pension liabilities should have been paid-off by the government so that it can contrite on the contributory scheme.

Respondents were further probed; how they think that funding of retirement policy will minimize the growth of pension liabilities? (If yes how?) All respondents said

yes and gave also the reasons that, if deductions are made correctly and remitted timely, retirement benefits will be paid promptly therefore, pension liabilities will not accumulate.

Managements of the institutions were asked how the poor or delay in funding of the new retirement policy caused the untimely payment of retirement benefit and growth of pension liabilities. They responded by saying that, it depends on the government response. The institutions depend on government subventions even to pay monthly salaries, therefore any delay or under payment to institutions will affect all programs including retirement benefit payment. They all attributed the growth of pension and other retirement benefits like gratuity to delay in funding by government.

FCEY management staff in charge of pension said that:

“With the current shortfall subventions and even in monthly salaries basically benefits payment will be affected so is the pension liability. However, the delay in processing of retirement benefits particularly for the dead will continue to accumulate pension and gratuity liabilities unless if something is done now” (personal communication, 2 June, 2016).

The academic staff preparing for retirement were also asked, what do you think has contributed to the growth of pension liabilities? Respondents gave the following reasons:

1. Wrong documentation of retirees accrued rights which lead to delay in payment there by allowing the accumulation of retirement benefits that were not paid.
2. Corruption, official deliberately keep the retirees benefits in fixed deposits to generate interests and so cause delaying payment allowing the benefits grow.
3. Poor rules and regulation, mismanagement, over estimation of benefits making it difficult for government to pay.

In fact one ADSPY academic staff said,

“The problems are many you do not even know where to start, because right from calculation of our benefits to payments due to poor record keeping and corruption are reasons for growth of pension liabilities. It is not only pension liabilities that is accumulating but also gratuities, two years after retirement some of our colleagues who retired are yet to collect the gratuities what is supposed to be paid within the first three to four months of your retirement” (personal communication 5 June 2016)

This means that pension liabilities will continue to increase unless government take deliberate steps to pay off all the outstanding liabilities. But with the current arrangement one should not expect the government will pay the outstanding pensions and gratuities. This is because retirement benefit (pension and gratuity) is dependent on individuals' contributions and amount in his retirement savings account (RSA). Therefore, from the interviewees' opinions analysis, it could be said that pension liabilities accumulation affects payment of retirement benefits which generates the feelings of uncertainty and frustration with the retirement policy. These feelings can lead to academic staff attrition from the tertiary institutions in the state.

4.9 Testing effect of mediating variables on the impact of retirement policy on academic staff attrition in tertiary institutions in Adamawa State, Nigeria

The data on the effects of mediating variables on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa state, Nigeria is presented in Table 16 and analysed as follows

Research Question 5: What is the effect of mediating variables on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa state, Nigeria?

Table 16 : Effects of Mediating Variables on the Impact of Retirement Policy 2004 on Academic Staff Attrition in Tertiary Institutions in Adamawa Sate, Nigeria

Item code	Item	VHE (5) FX(%)	HE(4) FX(%)	E(3) FX(%)	LE(2) FX(%)	IE (1) FX(%)	\bar{x}	Std. Dev	Interpretation
External Factors									
EXF ₁	Government Policies	161 (52%)	79 (25%)	45 (14%)	15 (5%)	12 (4%)	4.16	1.08	EFF.
EXF ₂	Tertiary Education Policies	144 (46%)	96 (31%)	41 (13%)	26 (8%)	5 (2%)	4.12	1.03	EFF
EXF ₃	Job related factors	25 (08%)	35 (11%)	21 (7%)	51 (16%)	180 (58%)	1.96	1.35	EFF
EXF ₄	Corruption/ mismanagement	153 (49%)	87 (28%)	47 (15%)	17 (5%)	8 (3%)	4.15	1.03	EFF
EXF ₅	Theoretical considerations	12 (4%)	26 (8%)	39 (13%)	93 (30%)	142 (46%)	1.95	1.12	InEFF.
Internal and Personal Factors									
INTF ₁	Demographic characteristics	189 (61%)	88 (28%)	21 (7%)	9 (3%)	5 (2%)	4.43	0.86	EFF
INTF ₂	Job vacancies	14 (04%)	37 (12%)	78 (25%)	54 (17%)	129 (41%)	2.21	1.23	InEFF
INTF ₃	Job dissatisfaction	131 (42%)	56 (18%)	37 (12%)	76 (24%)	12 (4%)	3.70	1.33	EFF
INTF ₄	Family demands	23 (07%)	76 (24%)	45 (14%)	125 (40%)	43 (14%)	2.71	1.19	InEFF
INTF ₅	Employee Productivity	32 (10%)	47 (15%)	61 (20%)	12 (4%)	160 (51%)	2.29	1.47	InEFF

EXTF: External Factors, INTF: Internal Factors, VHE: Very High Effective, Highly Effective, E: Effective, LE: Less Effective, IE: Ineffective

Decision Rule: Agree for $\bar{x} = \bar{x} \geq 3.0$ and Disagree for $\bar{x} = \bar{x} \leq 2.9$. Given that the average mean(\bar{x}) score for 5 point rating is 3.0, the cut point is the upper limit of mean score which is 3.5 and the lower limit is 2.5. Therefore the decision rule is “Effective” when the mean score or value greater or equal to 3.0 and “Ineffective” when the values are 2.9 and below.

The results on Table 16 revealed the effect of mediation variables on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa sate, Nigeria. The results showed that most academic staff on EXF₁ expressed very highly effective of government policies on the impact of retirement policy on staff attrition in tertiary institutions in Adamawa state with a Mean score of 4.16 and

standard deviation of 1.08. Also, most academic staff on EXF₂ indicated that tertiary education policy play a very high effect on impact of retirement policy on staff attrition in tertiary institutions with a Mean score of 4.12 and standard deviation of 1.03. However, on EXF₃, most academic staff expressed ineffectiveness impact of job related factors to influence retirement policy for more teaching staff attrition tertiary institutions with a Mean score of 1.96 and standard deviation of 1.35. Meanwhile, most academic staff on EXF₄ expressed very highly effective role play by corruption and poor management that allow retirement policy to promote more staff attrition in tertiary institution in Adamawa state with a Mean score of 4.15 and standard deviation of 1.03. Likewise, most academic staff on EXF₅ expressed ineffective role play by theoretical considerations on the influence of retirement policy on teaching staff attrition in tertiary institution with a Mean score of 1.95 and standard deviation of 1.12.

Table 16 revealed further the effect of internal and personal factors as mediating variables on the impact of retirement policy 2004 on academic staff attrition in tertiary institution in Adamawa state, Nigeria. The results showed that most academic staff on INTF₁ expressed that demographic characteristic has very high effect on staff attrition with mean score of 4.43 and standard deviation of 0.86. More so, most sampled teaching staff on INTF₂ expressed that job vacancies has ineffective influence on retirement policy to breed staff attrition with mean score of 2.21 and standard deviation of 1.23. Likewise, most academic teaching staff on INTF₃ expressed that job dissatisfaction has very high effect on level at which the retirement policy is influencing job attrition among teaching staff in institutions with mean score of 3.70 and standard deviation of 1.33. Also, most teaching staff on INTF₄ expressed that family demands is ineffectively influencing retirement policy to bred staff attrition in tertiary institution, with mean score of 2.71 and standard deviation of 1.19. Likewise, the academic staff on INTF₅ expressed that employee productivity is ineffectively influencing retirement policy to lead to attrition among teaching staff of higher institutions, with mean score of 2.29 and standard deviation of 1.47. These results showed that only demographic characteristic of teaching staff as well as job satisfactions are the mediating internal factor the support retirement policy to influence attrition among teaching staff.

4.10 Testing of Hypotheses

Hypothesis I: There is no significant difference in the perception of academic staff on the effects of retirement benefit amount and process on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria

Decision Rule for correlations coefficient vary not only according to direction (+ or -) but also in strength. Your computer will calculate a numerical measure to indicate strength of the relationship, and this is called the correction coefficient. It is represented by the letter r . The correlation coefficient (r) cannot lie outside the range between -1 and $+1$. Those two value of r represent, respectively, perfect negative and perfect positive correlation. When $r = 0$ there is no correlation at all (Fisher, et al, 2010). The closer the correlation gets to $+1$ or -1 the stronger the correlation; the closer it gets to 0 the weaker it is. Table 18 is a rough guide to interpreting correlation coefficients (Table 17).

Table 17: Table 17 Interpreting correlation coefficients

Correlation coefficient	Strength
0.00 to 0.19	Very weak, negligible
0.20 to 0.39	Weak, low
0.40 to 0.69	Moderate
0.70 to 0.89	Strong, high, marked
0.90 to 1.00	Very strong, very high

Source: Fisher, et al, (2010)

The following helped in interpreting the results by providing the decision rule:

$R = 1$ represents a perfect positive linear association

$R = 0$ represents no linear association

$R = -1$ represents a perfect negative liner association

Therefore, values in between can be graded roughly as:

$R = 0.90$ to 0.99 (very high positive correlation)

$R = 0.70$ to 0.89 (high positive correlation)

$R = 0.40$ to 0.69 (medium positive correlation)

$R = 0$ to 0.39 (Low positive correlation)

$R = 0$ to -0.39 (Low negative correlation)

$R = 0.40$ to -0.69 (medium negative correlation)

$R = 0.70$ to -0.89 (high negative correlation)

$R = 0.90$ to -0.99 (Very high negative correlation)

This example the result is significant at the 5 per cent level. In other words, is positive correlation between the numbers of calls made by the sales preventative number of orders?

Correlation coefficients should be interpreted with care, since a correlation between two variables does not prove the existence of a causal link between them; two causally unrelated variables can be correlated because they both relate to a third variable. For example, sales of ice- cream and sales of suntan lotion may be correlated because they both related to higher temperatures.

Table 18: Result of ANOVA on perceived impact of the Retirement Benefit Amount and Process on Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Group Stat	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.634	2	8.817	.886	.414
Within Groups	3016.784	303	9.956		
Total	3034.418	305			

The results in Table 18 reveals the results of analysis of variance (ANOVA) on the perception of academic staff from FCEY, MAUTECY and ADSPY on the influence of payment of retirement on academic staff attrition in tertiary institution in Adamawa State, Nigeria. The result indicates F-value 0.886, at degree of freedoms of 2 and 303, p-value 0.414. Therefore, since significant value (0.414) is greater than statistical significant (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the influence of payment of retirement benefit on academic staff attrition in tertiary institutions in Adamawa state, Nigeria was accepted. This implies that the academic staffs irrespective of their working institutions do not differ in their perception of the role played by payment of retirement on staff attrition.

Hypothesis II: There is no significant difference in the perception of academic staff on the effect of Rules, Regulations and Standards on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria

Table 19: Result of ANOVA on the perceived impact of Lack of Uniform Rules on Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Group Stat	Sum of Squares	Df	Mean Square	F-value	Sig./ P-value
Between Groups	19.978	2	9.989	1.228	.294
Within Groups	2464.127	303	8.132		
Total	2484.105	305			

Source: Field Survey, 2016

The results in Table 19 reveal the results of analysis of variance (ANOVA) on the perception of academic staff from FCEY, MAUTECY and ADSPY on the effects of establishment of uniform Rules on academic staff attrition in tertiary institution in Adamawa State, Nigeria. The result indicates F-value 1.228, at degree of freedoms of 2 and 303, p-value 0.294. Therefore, since significant value (0.294) is greater than statistical p-value (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the influence of Establishment of Uniform Rules, Regulations and Standards for Administration of Retirement Benefits on academic staff attrition in tertiary institutions in Adamawa state, Nigeria is accepted. This implies that the academic staff irrespective of their institutions unanimously agreed that rules and regulations in the administration of retirement benefit is accounting for the staff attrition in the tertiary institutions in Adamawa State, Nigeria. Poor pension administration may also be connected with rules and regulations leading to the lack of transparency in the Nigerian retirement system that gives room for a lot of funds manipulations.

Hypothesis III: There is no significant difference in the perception of academic staff on the impacts of individual savings on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria.

Table 20: Result of ANOVA on the effects of Individual Savings on Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Group Stat	Sum of Squares	Df	Mean Square	F-value	Sig./ P-value
Between Groups	43.205	2	21.602	2.251	.107
Within Groups	2908.066	303	9.598		
Total	2951.271	305			

The results in Table 20 reveal the analysis of variance (ANOVA) on the perception of academic staff from FCEY, MAUTECY and ADSPY on the effects of individual saving on academic staff attrition in tertiary institution in Adamawa State, Nigeria. The table indicates insignificant F-value 2.251, due to p-value 0.107 that greater than statistical p-value (0.05) at degree of freedoms of 2 and 303. Thus, the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the influence of enhancement of individual saving towards retirement on academic staff attrition in tertiary institutions in Adamawa state, Nigeria is accepted.

This implies that the academic staff from three sampled institutions shared the perspective that the ability for the staff to enhance their individual saving towards retirement in an institution can breed staff attrition. This clearly suggests that the more staffs are able to save for their retirement the more they likely to maintain their working places. More so, academic staffs are likely to cross-carpet to institution or organization that gives rooms for personal saving enhancement and better future.

Hypothesis IV: There is no significant difference in the perception of academic staff on the impact of the growth of outstanding pension liabilities on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria.

Table 21: Result of ANOVA on effects of Growth of Pension Liabilities on Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Group Stat	Sum of Squares	Df	Mean Square	F-value	Sig./ P-value
Between Groups	14.167	2	7.083	.271	.763
Within Groups	7917.114	303	26.129		
Total	7931.281	305			

Source: Field Survey, 2016

The results presented in the Table 21 reveals the outcome of analysis of variance (ANOVA) of the perception of academic staff from FCEY, MAUTECH and ADSPY on the effects of growth of pension liabilities on academic staff attrition. The table reveals F-value (0.271) at degree of freedoms of 2 and 303, P-value (0.763) > 0.05. This implies that the null hypothesis stated that there is no significant difference in the perception of academic staff on the influence of the growth of outstanding

pension liabilities on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria is accepted.

In a nutshell, the sampled academic staff from the three tertiary institutions unanimously expressed significant influence of growth of outstanding pension liabilities on academic staff attrition. The more the government failed to clear the outstanding pensions the more the whole pension policy become moody, the lack of efficiency in pension scheme can frustrate staff to seek for better working place with more future and retirement prospects.

Hypothesis V: There is no significant relationship between retirement policy 2004 and academic staff attrition in tertiary institutions.

The relationships between the independent (retirement policy objectives) and the dependent variable (academic staff attrition) were tested using correlation with Analysis of Variance (ANOVA). This was to determine if there is any significant relationship between retirement policy and academic staff attrition in tertiary institutions in Adamawa state, Nigeria. The results are as follows:

Table 22: Relationship between Retirement Policy 2004 and Academic Staff Attrition Rate

		Efficiency of retirement policy	Staff Attrition
Efficiency of retirement policy	Pearson Correlation	1	-.749**
	Sig./P (2-tailed)		.000
	N	306	306
Staff Attrition	Pearson Correlation	-.749**	1
	Sig./P (2-tailed)	.000	
	N	306	306

** . Correlation is significant at the 0.01 level (2-tailed).

Decision Rule:

R = 0.90 to 0.99 (very high positive correlation)

R = 0.70 to 0.89 (high positive correlation)

R = 0.40 to 0.69 (medium positive correlation)

R = 0 to 0.39 (Low negative correlation)

R = 0 to - 0.39 (Low negative correlation)

R = 0.40 to - 0.69 (medium negative correlation)

R = 0.70 to - 0.89 (high negative correlation)

R = 0.90 to - 0.99 (Very high negative correlation)

The results in the Table 22 reveal the relationship between the efficiency of retirement policy and the academic staff attrition rate. The result of analysis of

Pearson Product Moment Correlation (PPMC) shows -0.749 R-value with p-value <0.001. Thus, the null hypothesis stated that the pension's policy in tertiary institutions in Adamawa State do not significantly relate to the academic staff attrition is rejected.

This established a significant inverse relationship between efficiency of pension policy and teachers attrition. This implies that the more the staff perceived that the pension scheme is favouring them the less they plan to leave the teaching service and vice-versa if the pension scheme looked too odd, unpromising or biased, the academic staff attrition rate may increase.

4.11 Test of Moderating Effect of Organizational Factors

Hypothesis VI: Mediating variables have no significant effect on the impact of retirement policy 2004 on academic staff attrition in tertiary institutions in Adamawa state, Nigeria

Effect of External Factors as Moderating for Retirement Policy 2004 on Academic Staff Attrition in Tertiary institutions in Adamawa State, Nigeria

Table 23: Results for the Effect of External Factors on the Relationship between Retirement Policy and Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.528	.255		9.913	.00
Retirement Policy	.425	.017	.819	25.128	.000
R ² = .671, F=631.401 (1, 310), P<0.05					
Moderator External Factors	.413	.014	.796	29.709	.000
R ² Change = .779, F change =546.149 (2, 309), P<0.05					
Interaction Retirement PolicyX External Factors	.117	.014	.231	8.166	.021
R ² Change = .780, F change =365.011 (3, 308), P<0.05					

a. Predictor: Retirement Policy

b. Moderator: External Factor

c. Dependent Variable: Staff Attrition Rate

d. *P<.05 (2-tailed)

The results on Table 23 revealed the effect of external factors on the relationship between retirement policy and rate of academic staff attrition in tertiary institution, in

Adamawa State, Nigeria. The results showed that retirement policy significantly predicted the attrition rate among academic staff in tertiary institutions in Adamawa State, Nigeria, in the first step of regression analysis and accounted for 67.1 percent ($R^2 = .671$, $F=631.401$ (1, 310), $P<0.05$) of the variation in academic staff attrition, with a beta coefficient of ($\beta = .819$, $t = 25.128$, $p < .05$). When the external factors was added to the equation at second step, the R^2 increased to 77.9 percent of the variation in the academic staff attrition (R^2 Change = .779, F change =546.149 (2, 309), $P<0.05$), with a beta coefficient of ($\beta = .796$, $t = 29.709$, $p < .05$). In the third step, when the interaction term of retirement policy and external factors was entered, in the regression model, the R^2 increased to 78.0 percent of the variance in the academic staff attrition (R^2 Change = .780, F change =365.011 (3, 308), $P<0.05$), with beta coefficients increased to ($\beta = .231$, $t = 8.166$, $p < .05$). Thus, it appears that the external factors such as government policies, tertiary education policies, job related factors, and corruption or mismanagement are influencing the chances for retirement policy to promote academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

4.12 Effect of Internal Factors as Moderating for Retirement Policy 2004 on Academic Staff Attrition in Tertiary institutions in Adamawa State, Nigeria

Table 24: Results for the Effect of Internal Factors on the Relationship between Retirement Policy and Academic Staff Attrition in Tertiary Institutions in Adamawa State, Nigeria

Primary Institutions in Karnataka State, Nigeria						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.528	.255		9.913	.00
	Retirement Policy	.425	.017	.819	25.128	.000
	R ² = .671, F=631.401 (1, 310),P<0.05					
	Moderator Internal Factors	.111	.045	.080	2.479	.014
R ² Change = .677, F change =324.010 (2, 309),P<0.05						
	Interaction Retirement PolicyX Internal Factors	.064	.032	.240	2.006	.046
R ² Change =.681, F change =219.463 (3, 308),P<0.05						

a. Predictor: Retirement Policy

b. Moderator: Internal Factor

c. Dependent Variable: Staff Attrition Rate

d. * $P<.05$ (2-tailed)

The results on Table 24 revealed the effect of external factors on the relationship between retirement policy and rate of academic staff attrition in tertiary institution, in Adamawa State, Nigeria. The results showed that retirement policy significantly predicted the attrition rate among academic staff in tertiary institutions in Adamawa State, Nigeria, in the first step of regression analysis and accounted for 67.1 percent ($R^2 = .671$, $F=631.401$ (1, 310), $P<0.05$) of the variation in academic staff attrition, with a beta coefficient of ($\beta = .819$, $t = 25.128$, $p < .05$). When the internal factors was added to the equation at second step, the R^2 increased to 67.7 percent of the variation in the academic staff attrition (R^2 Change = .677, F change =324.010 (2, 309), $P<0.05$), with a beta coefficient of ($\beta = .080$, $t = 2.479$, $p < .05$).

In the third step, when the interaction term of retirement policy and internal factors was entered, in the regression model, the R^2 increased to 68.1 percent of the variance in the academic staff attrition (R^2 Change =.681, F change =219.463 (3, 308), $P<0.05$), with beta coefficients increased to ($\beta = .240$, $t = 2.006$, $p < .05$). Thus, it appears that the internal factors such as Demographic characteristics, Job vacancies, Job dissatisfaction, Family demands and Employee Productivity are influencing the chances for retirement policy to promote academic staff attrition in tertiary institutions in Adamawa State, Nigeria.

4.13 Summary of Major Findings

Therefore, based on the results of data presentation and analysis above, the following are the major findings:

The Amount of Retirement Benefit Payment has significantly influenced academic Staff attrition in tertiary institutions in Adamawa State, Nigeria. This result shows that the amount and process of retirement benefit payment has significantly contributed about 60% (within the average mean of 3.0)to academic staff attrition in these institutions.

Establishment of Uniform Rules, Regulations and Standards significantly contributed to academic Staff attrition in tertiary institutions in Adamawa State, Nigeria. This result also indicates that Establishment of Uniform Rules, Regulations and Standards has significantly contributed more than 75% (with the average mean of 3.7) to academic staff attrition in these institutions.

Individual Savings has significantly influenced academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria. This result also indicates that individual savings has significantly contributed about 80% (with the average mean of 4.0) to academic staff attrition in these institutions.

Growth of Pension Liabilities has significant effect on academic staff attrition in Tertiary Institutions in Adamawa state, Nigeria. This result also indicates that Growth of Pension Liabilities has significantly contributed more than 65% (with the average mean of 3.6) to academic staff attrition in these institutions.

The results in the Table 23 on the relationship between the efficiency of retirement policy and the academic staff attrition rate indicates that Retirement policy 2004 has significant relationship with academic staff attrition in tertiary institutions. The result of analysis of Pearson Product Moment Correlation (PPMC) shows -0.749 R-value with p-value <0.001. Thus, the null hypothesis stated that the pension's policy in tertiary institutions in Adamawa State do not significantly relate to the academic staff attrition is rejected.

Also, the external factors such as government policies, tertiary education policies, job related factors, and corruption or mismanagement are influencing the chances for retirement policy to promote academic staff attrition in tertiary institutions in Adamawa State, Nigeria. The interaction effect of external factors yielded an R^2 value from 67.1 percent to 77.9 percent of the variance in staff attrition in tertiary institution in the study area (R^2 Change = .779, F change = 546.149 (2, 309), $P < 0.05$) with beta coefficients increased to ($\beta = .231$, $t = 8.166$, $p < .05$). Thus it is evident that the more the challenges from external factors, the more are the chances for academic teaching staff to attrite in from service of tertiary institutions.

Likewise, the internal factors such as Demographic characteristics, Job vacancies, Job dissatisfaction, Family demands and Employee Productivity are strongly influencing the chances for retirement policy to promote academic staff attrition in tertiary institutions in Adamawa State, Nigeria. Specifically, interaction effect of internal factors lead to R^2 incensement to 68.1 percent from 67.7 percent (R^2 Change = .681, F change = 219.463 (3, 308), $P < 0.05$), with beta coefficients increased to ($\beta = .240$, $t = 2.006$, $p < .05$). This result suggested that the more the internal factors the

more the chances for retirement policy to influence attrition among academic staff in tertiary institutions in Adamawa State, Nigeria.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study. It begins with summary of study from background to the study to literature review and data analysis and discussion. The findings were discussed and their relation to previous studies was also established and an exploration of the specific issues generated by the interview and focus groups was carried out within the context of the research objectives. It provided the bases for the conclusion to be drawn and recommendations made that if implemented will go long way in minimizing academy staff attrition and ensure sustainable payment of reasonable retirement benefits.

5.2 Discussion of findings

This part of the study discusses the research findings based on the objectives, research questions and hypotheses of the study presented in the chapter four as follows:

5.2.1 Influence of retirement benefits amount and process on academic staff attrition

To measure this objective, descriptive statistics of mean, standard deviation, percentage and Analysis of variance (ANOVA) were carried out on the effect of retirement benefit amount and process on academic staff attrition in tertiary institutions. Analysis of variance (ANOVA) shows that retirement benefit amount and process was positively and significantly related to academic staff attrition in tertiary institutions. The result indicates F-value 0.886, at degree of freedoms of 2 and 303, p-value 0.414. Therefore, since significant value (0.414) is greater than statistical significant (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the influence of payment of retirement benefit on academic staff attrition in tertiary institutions in Adamawa state, Nigeria was accepted. This implies that the academic staffs irrespective of their working institutions do not differ in their perception on the effects of retirement benefits amount and process of payment on academic staff attrition.

It can be deduced from this outcome retirement benefit amount and process had a strong negative influence on academic staff attrition in the three tertiary institutions investigated. This finding is supported by the descriptive analysis with mean scores well above average of 2.5 and standard deviations average of 0.89 indicates that the poor management of retirement benefits amount and process has significantly affected academic staff desire for attrition and has accounted for the high academic staff attrition rates in these institutions.

This finding was further validated by qualitative data which show that low benefit and poor process of payment aspects of the retirement policy that affected the academic staff satisfaction with the policy and demanded for its modification. It is important to note that this finding, confirmed the hypothesized impact of retirement policy on academic staff attrition in tertiary institutions in the state. Retirement policy is therefore a determinant of academic staff attrition. Thus the finding is that the amount and process of Payment of retirement benefit (pension and gratuity) has a significant effect on academic staff attrition in Adamawa state tertiary institutions.

Maikudi (2006) in similar study on evaluation of the Nigeria new retirement policy (New Pension Reform Act 2004) states that, the analysis of information gathered reveals that the New Nigeria Pension Reform is inefficient (in terms of the overall cost of the scheme) compared to the Old PAYG System. It also serves as a distinctive to work and, therefore, lowers the productivity of Nigeria workers. This further decreases its efficiency. The reform is also politically unsustainable. This is because the amounts of retirement benefits (pension and gratuity) in the New Policy are lower compared to the Old PAYCG system and this has made academic staff lose interest and faith in the New Policy.

The findings also indicate that, the results of analysis of case scenarios shows that the amount of retirement benefit (pension and gratuity) levels in the New Policy is sensitive to inflation and interest rates and cannot fetch” a retiree a higher welfare standard compared with the Old PAYG System. Therefore, it has a lower capacity to insure and secure retirees against old age poverty and uncertainty and by implications, is unlikely to be economically sustainable because it cannot reduce old age poverty currently affecting Nigerian retirees. This may pose serious challenge to

serving academic staff loyalty and commitment which essential for academic staff retention and attrition as observed by Tetty (2009).

This finding was consistent with a case study of Ahmadu Bello University (ABU) Zaria pension scheme by Shams in Maikudi (2006) which shows that the pension crisis in the institution has caused economic hardship and regret on the part of retirees while it has decreased productivity, heightened labour cost due to attrition and may be encouraging unethical and corrupt tendencies in serving academic staff. This is in addition to the brain drain syndrome all of which tend to undermine the standard of the university.

This finding on the retirement benefit has significant effect of academic staff attrition and is also supported by Gaya (2011) in a study in Tanzania on challenges facing public pension systems which revealed that, one of the major sources of distrust in public pension institutions in this country has to do with the mismanagement of these schemes. There is, for example, a tendency to redirect sources from certain benefits to pay for other benefits, such as pensions. As we have heard through various media, high administrative costs and the absence of budget constraints on administrative expenditures have contributed to the deterioration of fund reserves in some public pension funds in the country. Service delivery is an area which has generated substantial dissatisfaction among members and other beneficiaries of public pension schemes. Most of the complaints revolve around the inadequacy of benefits, delays in payments, the lack of up to date information about the schemes and the amount of individual contributions made and estimated benefits.

In another such study in University of Nigeria Nsukka, Okechukwu (2011) asserts that in view of the perennial growth in retiree's population, payment of retirement benefit to minimize old age poverty for retirees has become difficult if not impossible. The increase in number of retirees has made it cumbersome for the public and private sector meet financial commitment for retirement, as payment of benefit is bedevilled by many factors due to increase in number of retirees, which is a direct consequence of increase in the number of older persons in general. This can develop feelings of anxiety especially with the expectation that the baby boomers (people born between 1961 -65 will be retiring soon. How the payment of retirement benefit will be faced with multitude of retirees, outstanding pension arrears, low

savings, rules, corruption and mismanagement among others is better imagined. Thus the current academic staff attrition behaviours cannot be attributed to mere lack of job satisfaction, work load or conditions of work and career development in a country where scholarships are offered to any academic staff who secure admissions in any part of the world, but to lack of secured future in old age.

Similarly, Amujiri (as cited in Okechukwu, 2011), lamented that, the public service operated an unfunded Defined Benefits (PAYG) Scheme in the old policy where the payments of retirement benefits are budgeted annually. He argued that, even where budgetary provisions are made, inadequate and untimely release of funds result in delays and accumulation of arrears. Even when the funds were accumulated, pension fund administrators will steal the money thereby making it difficult if not impossible for the retirement benefits to be paid to beneficiaries. Some of these studies were conducted in tertiary institutions and on the effectiveness of the new policy in ensuring comfortable retirement for academic staff. But it is clear the retirement benefit under the new policy is not only inadequate but also its process of payment needs much to be desired.

Retirement benefit in the new scheme depends on the amount of contributions made by individual worker. Beedie (2015) argued that since, the amount of contribution also depends on individuals' salary while in service which is further dependent on individuals' position or rank achieved as a result of education and training attained. Therefore, the present low academic staff salaries will mean that they will have low contributions and savings which cannot guarantee sustainable income at retirement. Similarly, retirement benefits for women was also found by Beedie (2015) to be lower than that of men because the amount of benefit is tied to the amount of contribution, and since women have lower income than men, their contributions are also lower due to their low level of education and training compared to men.

Furthermore, several authors Samwick & Skinner, (2001), Choi et al., (2002), Thaler & Benartzi (as cited in Beedie, 2015) have argued, people who make low contribution towards their defined contributions under the new policy will face benefit shortage at retirement due to inadequate savings balance in their account. Similarly, she observed that women in the civil service have low salary and therefore low contribution will fall into this category, as they get replacement percentage of a low

salary which does not ensure adequate income in retirement. The problems with retirement benefit in the new retirement policy 2004 are too many that they have rendered the policy as ineffective and unsustainable.

This perspective emphasizes a non-linear developmental and multi-disciplinary approach describing changes as people age over their life course. As well as how policy changes have affected the Nigerian retirement planning and the life of retirees particularly among academic staff over time from 1950s to date. It also emphasizes the effects of history, social-structure and individuals meaning of life in aging (Hooyman et al, 2002). Not only that, it also support the notion that the Chilean model copied by Nigeria was a wrong imitation due to the diversity of cultural and socioeconomic contexts of the two nations. It also points to the fact that retirement was not considered as transition in life but an end that defines what someone gets or does not get.

5.2.2 The effects of Establishment of Uniform rules on academic staff attrition

To measure this objective, descriptive statistics of mean, standard deviation, percentage and Analysis of variance (ANOVA) were carried out on the effect of rules, regulation and standards on academic staff attrition in tertiary institutions. Analysis of variance (ANOVA) shows that uniform rules, regulation and standards was positively and significantly related to academic staff attrition in tertiary institutions. The result indicates F-value 1.228, at degree of freedoms of 2 and 303, p-value 0.294. Therefore, since significant value (0.414) is greater than statistical significant (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the effects of rules, regulation and standards on academic staff attrition in tertiary institutions in Adamawa state, Nigeria was accepted. This implies that the academic staffs irrespective of their working institutions do not differ in their perception of the effects of establishment of uniform rules, regulation and standards on academic staff attrition in the tertiary institutions.

It can be gathered from this result that uniform rules, regulation and standards had a strong negative influence on academic staff attrition in the three tertiary institutions investigated. This finding is supported by the descriptive analysis with an average mean scores of 3.56 (65%) and a low standard deviations average of 0.75 indicates that the establishment of uniform rules, regulation and standards has significantly

affected academic staff desire for attrition and has accounted for the high academic staff attrition rates in these institutions.

This finding was further validated by qualitative data which show that establishment of uniform rules, regulation and standards aspects of the retirement policy affects the academic staff satisfaction with the policy and has increased their desire for attrition. It is important to note that this finding, confirmed the hypothesized impact of establishment of uniform rules, regulation and standards on academic staff attrition in tertiary institutions in the state. of uniform rules, regulation and standards are therefore a determinant of academic staff attrition.

Establishment of uniform rules, regulation and standards have a positive and significant effect on academic staff attrition in tertiary institutions in Adamawa state, Nigeria. This result indicates that academic staff irrespective of their working institutions unanimously agreed establishment of uniform rules and regulations is accounting for academic staff attrition due to its attendant consequences on academic staff reaction to work in tertiary institutions in Adamawa state, Nigeria. rules and regulations and the lack of unified standards for retirement benefit (pension and gratuity) administration may be connected with the lack of accountability, corrupt practices and lack of transparency in the Nigeria public pensions that give rooms for lots of funds mismanagement and manipulations and diversions that have bred mistrust of the policy among Nigerian employees and academic staff in particular.

This finding agrees with those of Okechukwu (2011), Aborishade (2008) and Amujiri (2009). For instance, Okechukwu (2011) reveals that, the administration of retirement policy in University of Nigeria Nsukka has been faced with a lot of problem of implementation. It has come to a point that the benefit funds (for pension and gratuity) administration has made retirement so miserable that many academic staff are now afraid of retirement agree with what former Nigeria president Olusegun Obasanjo said in 2004 when he noted that, over the years retirement in Nigeria society has become synonymous with suffering as if ageing is a curse rather than a blessing (Okechukwu, 2011).

Similarly, Aborishade (2008) described retirement administration in Nigeria as an attack on the working class and the poor by successive governments and political elites due to indiscriminate rules and regulations which were never obeyed over the

years in Nigeria. He made this observation in view of the hardships experienced by retirees from the public sector where they are subjected to stay for days in a queue and long travels to collect the little pay.

In further support of this finding, Amujiri (2009) argued that, the absence of uniform rules and regulations has resulted into; poor administration, inadequate delivery structures for effective benefit payment and lack of a data base on pensioners or retirees which has also resulted in delayed payments of benefits and consequently near destitution of retirees, with adverse publicity in the media and portrayal of society and government as uncaring to the plight of its senior citizens. Such inherent problems which characterized the old retirement policy administration in the country have encouraged corruption, mismanagement and all forms of frauds in the active workforce. The persistence of these problems in retirement management can also lead to lukewarm attitudes to work and consequently absenteeism, lateness, and ultimately attrition.

On the other hand, Akenbor & Onuaha (2013) revealed that, the weak and inefficient rules and regulations of the Nigeria retirement policy and the unsustainable outstanding pension and gratuity liabilities estimated in 2003 at over 2, trillion naira, threatens not only the administration of payment benefits of retirees but the growth of the Nigeria economy as a whole. The study finding further indicates that, the 2004 reform policy has a significant impact on gross domestic product (GDP) but positive and insignificant effect on workers welfare. This cannot be unconnected with problems of non-payment of retirement benefits, continued corrupt practices and diversion of retirement (pension and gratuity) funds and outright mismanagement of the funds that have characterized the implementation of the policy.

In an attempt to justify the need for coherent rules and regulations for effective administration of retirement benefits, Gaya (2011) pointed out that, regulation of public pension schemes could play a significant role in forcing public pension institutions to perform in accordance with acceptable standards and to build trust in these institutions. Regulation of both the public and private environment is important to increase transparency and protect beneficiaries. However, there is little experience of this in all public pension schemes in the country. Usually public pension schemes are subject to their governing laws and the oversight of ministries of Local

Government, Labour and Finance. And yet there are increasingly good examples of regulatory bodies that have been set up including Social Security Regulatory Authority (SSRA) which is in the pipeline to start operating, and it is not known whether is going to be the oversight of the ministries, though currently it is said to be handled by the Ministry of Labour.

Furthermore, Ozkwere's study (as cited in Farayibi, 2016), indicates that the poor performance of the Pension Fund Administrators (PFA) in the implementation of the new retirement policy 2004 (Pension Reform Act 2004) was a result of poor funding and presence of multitude or multiple rules and regulations which are overlapping in most cases. He suggested for establishment of uniform rules and regulation that can be enforced to achieve the policy objectives.

In addition to the specific matters referred to above, there are other fundamental considerations which will play an important role in making public pension frameworks on the continent relevant and acceptable to the population, as well as to members of the funds. The first consideration relates to the need for an appropriate conceptual context that would encapsulate, within a public pension framework, non-formal employment, informal forms of social security, the coverage of co-variate risks and of immediate needs as opposed to merely covering future needs or risks, African extended family concepts and gender neutrality.

A second matter which causes much concern to public pension contributors relates to the fact that they have been losing their social security coverage when they move between schemes, both within a country and across borders. There are, however, commendable country examples of how universally accepted principles in this regard have been successfully implemented on the continent.

Thirdly, the public pension fund has been an area which has seen very little in terms of a conscious attempt to define comprehensive social policy regimes that are linked to economic policy. There is a clear need for social and economic policies to reinforce each other. The aim of social policies in Tanzania, also in the area of pension funds, should be to reduce and alleviate poverty and inequality, and support the objective of a growing economy with a larger tax base for government revenues.

5.2.3 The effects of individual savings, on academic staff attrition

To measure this objective, descriptive statistics of mean, standard deviation, percentage and Analysis of variance (ANOVA) were carried out on the effect of Individual savings on academic staff attrition in tertiary institutions. Analysis of variance (ANOVA) shows that Individual savings was positively and significantly related to academic staff attrition in tertiary institutions. The result indicates F-value 2.251, at degree of freedoms of 2 and 303, p-value 0.414. Therefore, since significant value (0.107) is greater than statistical significant (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the effects of Individual savings on academic staff attrition in tertiary institutions in Adamawa state, Nigeria was accepted. This implies that the academic staffs irrespective of their working institutions do not differ in their perception on the effects of Individual savings on academic staff attrition.

It can be deduced from this outcome Individual savings had a strong negative influence on academic staff attrition in the three tertiary institutions investigated. This finding is supported by the descriptive analysis with an average mean score 4.14 and standard deviations average of 0.83 indicates that the low and poor management of Individual savings has significantly contributed academic staff desire for attrition and has accounted for the high academic staff attrition rates in these institutions.

This finding was further validated by qualitative data which show that Individual savings aspects of the retirement policy that affected the academic staff satisfaction with the retirement policy and demanded for its modification. It is important to note that this finding, confirmed the hypothesized impact of Individual savings on academic staff attrition in tertiary institutions in the state. Individual savings is therefore a determinant of academic staff attrition. Thus the finding is that the Individual savings has a significant effect on academic staff attrition in Adamawa state tertiary institutions.

This finding is supported by several studies on the effects of the Individual savings on academic staff attrition. This is because, the ability to save depends on how much salary individuals earn per month. Therefore, since the salaries of academic staff does not meet the take home pay threshold (a salary that is enough to keep a family of 4 for one month) (Amujiri, 2009), there is every likelihood that academic staff

may not be able to save enough to take care of their retirement period. This is why many academic staff may want to keep working even into old age and adjusting their date of births so that they save enough for retirement.

To support this finding, Adeniji, Akinnusi, Falola, & Ohunakin (2017), observed that generally, pension administration in Nigeria was mainly a saving scheme where both employee and employer contributed certain sum on monthly basis. It is in this light Adeniji et al argued that, among the features of the pre 2004 era include assisting improvident individuals to save in order to cater for their livelihood during the old age; establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits for the public service of the federation, federal capital territory or private sector; stem the growth of outstanding pension liabilities and secure compliance and promote wider coverage; the rate of contribution in Section 9(1) specifies the contribution by the individual in the public service of the Federation and the Federal Capital Territory, a minimum of 7.5% by the employer and a minimum of 7.5% by employee and in the case of military, a minimum of 12.5% by the employer and a minimum of 2.5% by the employee, whereas in other cases, a minimum of 7.5% by the employer and a minimum of 7.5% by the employee. The main concern of the scheme is safety of the fund and the maintenance of fair returns on the amount invested, (Section 72). The need for safety is emphasized in determining the quality of the instrument to invest in and a PFA is expected to adopt a risk management profile in making investment decisions with due regard to the credit rating of companies registered under the investment and securities Acts of 1999 (Adeniji, et al. 2017, p. 323). But one could argue that the scheme has not live to expectation because the concern of employees and retirees are timely and adequate benefit payment. Also, the fact that no academic staff know how much of his savings are invested, by who and how much is accruing each month or year as interest or dividend, create room for suspension about the sincerity of government, viability and sustainability of the scheme.

This finding agrees with Silver (2008) who reported that a survey carried out in United Kingdom by encouraging age diversity in 2003 reported that the key factors influencing retirement decisions are health and financed related. The study summarized the social welfare, pension arrangements, the labour market situation, and its impact on the economy, role of human resources policies; labour force

participation as well as the retirees' individual orientation to work as factors influencing attitudes towards retirement and retirement decisions. The finance related factors may not only influence retirement but also employees' attrition because Mutran & Keltzea (1997) earlier reported that expectation of pension can make employees change occupation. The Nigerian situation where other organizations like the ports authority, power holding company and Nigerian Petroleum Corporation pay handsomely high retirement benefits can make academic staff change their occupation by resigning from their employments.

This is further supported by Ukusuaji (2002) who writes that in Nigeria, attitudes towards retirement is influenced by factors like payment of pension and gratuity, health, age, financial stability and post – retirement options. The issue of financial stability is very essential for workers loyalty to an organization. This desire by employees including academic staff to be financially stable at retirement can make them leave academics for more lucrative employments where financial stability can be achieved.

Eme *et al*, (2014) in further support of the enhancement of savings for retirement opined that the amended Pension Reform Act 2014 reviewed upward the minimum rate of pension contribution from 15% to 18% of monthly environment where 8% will be contributed by the employees (worker) and 10% by the employer. The review committee hoped this will ensure that workers saved enough for their retirement. But the reality is that the pay under the New Policy is very small as compared to the Old Pension System where retirees are able to buy houses with their gratuities.

In support of this finding, Kajusola (2015) reveals that the retirees under the New Retirement Policy are not better off, because their contributions are mismanaged by the Pension Fund Administrators (PFA), while the Regulatory body (PENCOM) failed to arrest the situation. He argued that, the present retirees received only 20 to 25 per cent of their last pay as monthly pension irrespective of his savings while a retiree in the Old Pension Scheme received 80 per cent of his last pay as monthly pension. Also, the mere absence of gratuity in the New Retirement Policy implementation means that retirees of public sectors, particularly those in tertiary institutions are in for poor retirement package.

This is in contradiction of section 4c of the New Pension Reform Act what stimulates that retirees will collect not less than 50% of their last pay as month pension as at the date of retirement. And they are to collect not less than 50% of the total contribution as Lump sum (which replaced the gratuity package). Unfortunately, none of the retirees in the current (under the New Policy) enjoyed this amount since the inception of the Act to date (Anazodo, et al, 2014).

The fact that, your earnings at retirement does not depend on how much you have saved breeds in other suspicion among academic staff and the relevance of the new scheme in respect of their future in retirement. It can be argued that the present situation where retirees expect to receive less money at retirement will not only affect attrition but, everything about the job from commitment to loyalty and from dedication to all forms of corrupt practices. The finding in this study also agrees with the findings of Chezueke, et al, (as cited in Farayibi, 2016) which revealed that the new contributory pension scheme significantly affects workers commitment to work, retention or attrition and attitude towards retirement.

5.2.4 The effects of Growth of pension liabilities on academic staff attrition

To measure this objective, descriptive statistics of mean, standard deviation, percentage and Analysis of variance (ANOVA) were carried out on the effect of Growth of pension liabilities on academic staff attrition in tertiary institutions. Analysis of variance (ANOVA) shows that Growth of pension liabilities was positively and significantly related to academic staff attrition in tertiary institutions. The result indicates F-value 0.271, at degree of freedoms of 2 and 303, p-value 0.763. Therefore, since significant value (0.271) is greater than statistical significant (0.05), the null hypothesis stated that there is no significant difference in the perceptions of academic staff on the effects of Growth of pension liabilities on academic staff attrition in tertiary institutions in Adamawa state, Nigeria was accepted. This implies that the academic staffs irrespective of their working institutions do not differ in their perception on the effects of Growth of pension liabilities on academic staff attrition.

It can be deduced from this outcome Growth of pension liabilities had a strong negative effects on academic staff attrition in the three tertiary institutions investigated. This finding is supported by the descriptive analysis with an average

mean score 4.20(75.6%) and standard deviations average of 0.83 indicates that the Growth of pension liabilities has significantly contributed academic staff attrition and has accounted for the high academic staff attrition rates in the institutions in Adamawa state, Nigeria.

This finding was further validated by qualitative data which show that Growth of pension liabilities aspects of the retirement policy has affected the academic staff satisfaction with the retirement policy. It is important to note that this finding, confirmed the hypothesized effects of Growth of pension liabilities on academic staff attrition in tertiary institutions in the state. Growth of pension liabilities is therefore a determinant of academic staff attrition. Thus the finding is that the Growth of pension liabilities has a significant effect on academic staff attrition in Adamawa state tertiary institutions.

This finding is supported by several studies on the effects of the Growth of pension liabilities on academic staff attrition. The more the government failed to clear the outstanding pension and gratuity liabilities the more the whole new retirement policy become moody, the lack of efficiency in retirement scheme can frustrate academic staff to seek for better working place with more future and retirement prospects. In support of this finding, Fapolunda (2013) attributed the continued accumulation of outstanding pension liabilities to acts of corruption, embezzlement, mismanagement and diversion of pension funds. Fapolunda revealed that the recent multi-million pension fund scandals pervading many strata of the Nigeria society like the pension unit of the head of Civil Service of the Federation, PENCOM, and the Nigeria Police pension has contributed to the growth of pension liabilities.

Fapolunda added that, a recent national assembly public hearing on pension revealed that six civil servants stole 24 billion from the police pension funds. The same persons were all alleged compliances in the illegal diversion of another 24 billion from the police pension funds (Fapolunda, 2013). Similarly 15 billion and another 32.8 billion and another 6 million pounds were recovered after the conduct of biometric data capture exercise on pensions since 2010. Furthermore it was revealed that whereas 5 billion was paid to the office of the head of service monthly for pension payment the actual figure was 1.9 billion, the difference of 3.1 billion is a staggering amount (Dagauda et al, 2013).

This amount of money stolen or diverted from the pension funds has continued to make it difficult for government to offset the pension liabilities because almost double the actual amount goes into private pockets. This has also contributed to government inability to pay retirement benefits as and when due which is bane of the frustration suffered by employees including academic staff.

Furthermore, respondents also agreed that abolition of gratuity has stemmed down pension liabilities and ensures payment of pension benefits and the new contributory pension scheme guarantees availability of funds for regular payment of pension benefits to pensioners in federal universities in South Eastern Nigeria. Pension gratuity of 300% terminal emolument of employee in the old defined pension benefits is better than the 25% bulk withdrawal from the RSA because the total amount of money involved is bigger. But it takes years before beneficiaries receive their due, therefore, many retirees do not receive their pension rights before their death. The general contention amongst the retirees under the new scheme is that the sum being remitted to them on monthly or quarterly basis (as the case may be) as pension benefits is grossly inadequate to take care of them sufficiently. As a result, there is a general disenchantment among the will be pensioners (academic staff) about the schedule of payment. This has also contributed to growing rate of academic staff attrition from tertiary institutions since education sector is one of the worst hit by these anomalies.

Similarly, Ahmad Abubakar of ARM Pension Managers (PFA) Limited supported the above submission as he pointed out that the major problem facing the pension industry is lack of knowledge of the scheme among workers and pensioners. This generates feelings of misgivings with the new scheme as pensioners are no longer paid any gratuity. Ahmad Abubakar pointed out that the 25% lump sum bulk withdrawal does not replace gratuity. Rather, the abolition of gratuity has stemmed down pension liabilities on the part of government, and enthroned prompt and regular payment of pension benefits as against what was obtainable in the defined pay-as-you-go pension scheme. The fact that workers including academic staff in Adamawa state who have retired since 2014 have not been paid a single kobo as gratuity or lump sum, suggests that pension liabilities will continue to accumulate generating fear and anxiety among academic staff about the prospect of retiring with adequate pensions.

In further support of this finding, Ijeoma & Nwifo (2015) added that, over the years, existing pension schemes in Nigeria were bedevilled by many problems; the most prominent of these problems included the inability to pay pensions to retirees as and when due, and the huge preliminary and non-preliminary costs associated with the implementation/administration of the schemes due huge liabilities which evidently made the schemes unsustainable. Similarly, Ogar (as cited in Ijeoma & Nwifo, 2015) asserted that factors bedevilling pension administration/implementation in Nigeria chiefly centre around high pension liabilities, corruption and embezzlement of pension funds as well as manipulation of figures of pensioners as represented by the ghost pensioners' syndrome.

Corroborating this finding further, Adeniji, Akinnusi, Falola, & Ohunakin, (2017, p. 323 - 324), asserts that Pension Reform Act 2004 provides, among others, that the Scheme shall apply to all employees in the Public Service of the Nigerian Federation, Federal Capital Territory and the Private-Sector organizations in which there are five or more employees. During the period before 2004, all the pension schemes were non contributory, meaning that employees do not contribute from their salaries towards the pension or gratuity. The burden was solely on government and as wave of people joined the rank of pensioners, government soon began to find it difficult to pay.

Among the features of the pre 2004 era include assisting improvident individuals to save in order to cater for their livelihood during the old age; establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits for the public service of the federation, federal capital territory or private sector; stem the growth of outstanding pension liabilities and secure compliance and promote wider coverage; the rate of contribution in Section 9(1) specifies the contribution by the individual in the public service of the Federation and the Federal Capital Territory, a minimum of 7.5% by the employer and a minimum of 7.5% by employee and in the case of military, a minimum of 12.5% by the employer and a minimum of 2.5% by the employee, whereas in other cases, a minimum of 7.5% by the employer and a minimum of 7.5% by the employee. The main concern of the scheme is safety of the fund and the maintenance of fair returns on the amount invested, (Section 72). The need for safety is emphasized in determining the quality of the instrument to invest in and a PFA is expected to adopt a risk management profile in making investment decisions with due regard to the credit rating of

companies registered under the investment and securities Acts of 1999 (Adeniji, et al. 2017, p. 323).

However, the pre 2004 era was not without its shortcomings among which are differentiation between public and private sector, problem of poor administration, corruption, ineligible pensioners on the pension payroll and inability of government to pay as when due as a result of high number of pensioners. Adeniji, et al. further noted that before the enactment of the Pension Reform Act 2004, which establishes a contributory pension scheme for all employees in Nigeria, the country had operated a Defined Benefit (DB) pension scheme, which was largely unfunded and non-contributory. The Scheme led to massive accumulation of pension debt and became unsustainable largely due to lack of adequate and timely budgetary provisions, as well as increases in salaries and pensions. The administration of the scheme was very weak, inefficient, less transparent and cumbersome, leading to bureaucracy and highly liable to corrupt practices. Therefore, the mistrust entertained by academic staff about the retirement policy 2004 is not out of place because the viability and sustainability of the policy has been put to question by these problems. It is only proper to assume that the retirement policy 2004 like other previous policies cannot and will not provide academic staff with equitable and fair income in retirement.

5.2.5 Findings on the relationship of retirement policy and academic staff attrition

The implementation of retirement policy has a significant effect on academic staff attrition in tertiary institutions or rather has significant relationship. The modalities for the implementation of the new retirement policy have affected academic staff trust in the retirement policy. This is because the implementation of the retirement policy is almost the responsibility of private bodies or organs of government that the academic staffs does not trust because of their track records of corruption, mismanagement and diversion of public funds.

This position in the finding agrees with Ali (2014) who indicated that, despite several moderation of retirement policies (pension schemes) the management of retirement policy in Nigeria over the years has been characterized by multiple and diverse problems such as in adequate funding, poor documentation and filing in the pension office, accumulated arrears of retirees benefits, in ability to determine the appropriate

investment portfolios, lack of accountability, corruption and embezzlement of funds among others. The question is how the private sector was able to fund their retirement benefit payments such that their retirees receive good pay of gratuity and pensions while the government could not? What is the effect of this on academic staff attrition in tertiary institutions?

Contributing to this debate, Akingbade (2006) added what there is high labour attrition and brain drain in the medical sector in Nigeria and that the movement of medical personnel especially to the United States of America (USA) and the United Kingdom is not unconnected with the irregular and non- payment of retirement benefits induced by low savings, rules and regulations, corruption, mismanagement and poor findings in the public sector. It will be safe to agree therefore that poor finding of retirement benefit can cause attrition among academic staff because it will lead to irregular and non-payment of benefits in addition to low emoluments. Since academic staff also need to be financially stable particularly at old age there is every likelihood that, they may go for high benefits areas.

In another development, Pitsoe & Machaisa (2012), asserts that sub-Saharan Africa is facing a significant number of obstacles in the implementation of global best practices and policies due to high teacher attrition at all levels of education. They blamed the high teacher attrition on teacher's retirement and departures for better future and personal reasons. Similarly, according to the International Alliance of Leading Institutes (IALEI) as reported by Pitsoe et al (2012), a strong causal relationship exists between retirement package, academic staff attrition and the quality of teaching and learning that occurs in tertiary institutions.

Furthermore, the International Taskforce on Teachers for Education For All (EFA) as cited in Pitsoe et al (2012), states that attrition among the teaching workforce follows qualification trend which tied it to retirement benefit because it is higher among teachers with highest qualification in tertiary institutions, followed by those in secondary schools with bachelor's degrees and primary school teachers with other qualifications. This suggests that the link between retirement benefit and education level also connect it to attrition which is also higher among academic staff with higher qualifications.

Linking retirement to attrition, Kpessa (2011), in a study on retirement benefit under Ghana's three-tier pension model specifically attempts to determine the risks and options for reform reveals that the three tier policy is affected by many problems and institutional weaknesses that has compromised its effectiveness in ensuring secured income for retirees. It also revealed that private pension scheme provided its beneficiaries choice and freedom about their retirement decisions which is not obtained under the public pension system. This has increased the attrition of academic staff who demands freedom in their decisions.

Similarly, Orenstein (2005) observed that workers and retirees alike have serious cause to worry because the new policy which is defined contributions (contribution dependent), individual, privately managed and individual savings dependent is different from the former PAYG system. It is finance, managed, determined, pay benefits, and allocates risk differently and has different implications for labour markets, coverage rates and economic development. These differences created scepticisms about the viability of the new retirement policy and have increased the chances for academic staff attrition choices. Therefore it can be concluded that the implementation practices of retirement policy 2004 has strong relationship to academic staff attrition.

5.3 Conclusions

The rate of poverty in Nigeria especially among the older citizens is high, and the best method to minimize it is by providing social security package to both the working class and the unemployed which has proved difficult despite several attempts. It is the submission of this study that effective implementation of the retirement policy 2004 is dependent on the judicious administration of the four objectives of the retirement policy (PRA, 2004) : to ensure that every person who has worked in either the public or private sector receives his retirement benefits as and when due; to assist improvident individuals by ensuring that they save to cater for their livelihood during old age; to establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits in both the public and private sectors; and to stem the growth of outstanding pension liabilities.

However, findings on the impact of the Retirement Policy (Pension Reform Act) 2004 on academic staff attrition in tertiary institutions so far indicates that payment

of retirement benefit to retirees is far from being achieved as many retired academic staff and other employees are facing difficulties in getting their benefits paid as and when due. The results also show that, the none or delay payments of retirement benefits which drive its legitimacy from the rules and regulations in the 2004 PRA has diminished academic staff trust in the policy and has caused them to seek other employments elsewhere leaving the tertiary institutions under staff..

Secondly, the Retirement Policy 2004 is still poorly administered because of its inability to meet its set targets of assisting improvident individuals by ensuring that they save to cater for their livelihood during old age and the continued mismanagement and misappropriation of pension funds that have characterized the Old PAYG System still persist.

Thirdly, the policy objective to establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits in both the public and private sectors unify those rules and regulations across all sectors of the Nigerian public and private sectors was not achieved as indicated by low coverage and disparities in pension benefits among ministries and parastatals. This has also enhanced academic desire for attrition to look for better paying organizations.

Fourthly, the fact that, there are still outstanding retirement benefits (yet to be paid) indicates that, pension and gratuity liabilities are still accumulating. Therefore, the growth in pension liabilities has not been stemmed. The funding of the new retirement policy has not also been adequate because of the accumulated liabilities mismanagement and outright diversion of pension funds. Also corrupt practices such as inflation of pension budgets and misrepresentation of pension liabilities have also contributed to the problem. These problems have continued de-motivate academic staff; enhance their desire for departure(attrition) from these institutions and to seek lucrative jobs elsewhere with good pay and retirement packages which implications for educational management.

Finally, the fear is that the retirement policy 2004 may equally fail like the old PAYG scheme if the four objectives are not effectively tackled with required financial commitment, discipline and good management culture. Effective administration of these objectives may make academic staff view retirement and the policy with positive passion and not a nightmare thereby enhancing their retention.

Attrition among academic staff is also high enough to cause a lot of concern for effective management of education. In view of the above, it will be reasonable to conclude that Retirement Policy has significant effect on academic staff attrition if they are poorly managed as the case with the Nigerian Retirement Policy (Pension Reform Act, 2004).

5.4 Recommendations for Practice

The following recommendations are made based on the findings of this study:

- i. On the amount and process of retirement benefit payment, the study recommends for the increase in the amount of retirement benefits through increase in contribution by increasing academic staff pay package, and the process of payment should be simplified through removing unnecessary bottle necks and the establishment of PENCOM offices in all the 36 states of the federation that has the power and resources to compute individual retirement package without having to travel to Abuja. The pension management offices in all the tertiary institutions should also be empowered to process their staff retirement benefits.
- ii. On Establishment of Uniform Rules, Regulations and Standards, the federal government should establish unified rules, regulations and standards across board and ensure that PENCON is solely responsible for the administration of the retirement policy. It should ensure that PENCOM puts in place adequate administrative tools like monitoring and supervision framework, relevant legislations and sanctions for defaulters. It should also ensure immediate prosecution of offenders and all corrupt practices.
- iii. On enhancement of individual savings for retirement, the study recommended for federal government to as a matter of urgency ensures the increase and implementation of the take-home salary package which will enable the academic staff to save more for their retirement. The present low salary cannot permit the individuals enhance their savings for retirement because it cannot meet their monthly basic needs requirements effectively. This will also help to minimize the present rate of attrition among academics.

- iv. On the growth of pension liabilities, the study recommends for immediate clearing of the outstanding pension liabilities through a onetime pay off. Therefore, Government should undertake a nationwide estimation and correct calculation of the outstanding liabilities and clear them by paying them off on the spot. Proper budgeting should enable the authority achieve that with adequate monitoring and supervision.
- v. In final analysis, the study recommends for a three component model of public (state apparatus), private operators and trade unions (pressure group) partnership for effective and efficient management of the retirement policy 2004 to ensure it provides adequate benefits on a sustainable bases.

A Three Component Conceptual Model

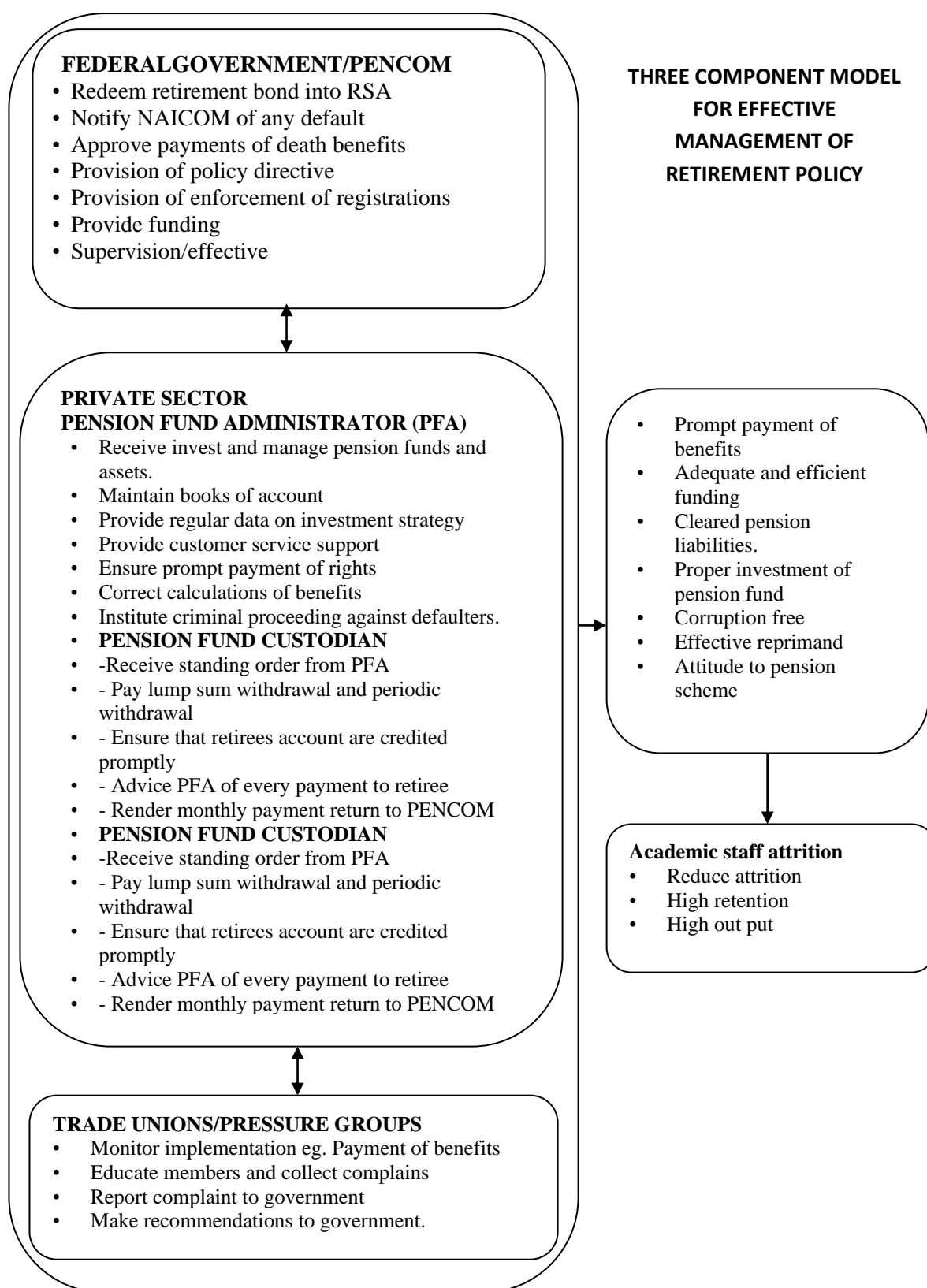


Figure 6: A Three Component Conceptual Model

5.5 Suggestions for Further Study

In view of the paucity of literature and inconsistencies of research findings on retirement policy and academic staff attrition in tertiary institutions, there is need for further studies or research on a country – wide basis on the impact of the retirement policy 2004 (Pension Reform Act 2004/2014) on academic staff attrition in tertiary institutions in Nigeria and other public and private organizations to help establish further the validity and reliability of previous findings and the findings of this study. It should also be conducted in the sister states to establish further the reliability and validity of these findings.

This research identified the four objectives of the retirement policy 2004 to have shown statistically significant relationships to academic staff attrition in tertiary institutions. The areas covered each of these objectives could be further investigated, among both academic and non-academic staff of tertiary institutions to ascertain their impacts on educational management. In identifying and validating these objectives, the study provided a bunch of questionnaire items and interview guide items that could be employed by other researchers in the future to investigate further retirement policy impacts on employee attrition in all fields.

The influence of demographic variables could be another area that needs further study. Why females prefer earlier retirement than males could be one such that need to be further investigated. The educational qualification and number of households and dependents, and their particular influence on retirement behaviours are other areas that could be further investigated. This study is important because of the impact of academic qualification on retirement and attrition decisions among academics, but could such be true about non-academic staffs too.

This study has not examined the influence of the new policy on retirement planning particularly among young academic staff and how retirement planning can minimize attrition. This is another important area that needs to be examined.

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APPENDICES

APPENDIX: I

RESEARCH BUDGET 2013-2016

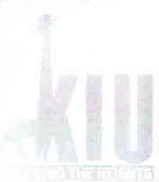
S/NO	ITEM	AMOUNT (TSHS)		TOTAL
1	Tuition fee for four years	1 st year 2 rd year3 rd year 4 th year		\$16,000.00
		4,000.004,000.00 4,000.004,000.00		Tsh 34,720,000.00
	SUB TOTAL	Tsh. 34,720,000.00		Tsh 34,720,000.00
2	Dar es salaam – Nigeria			
	i. Return air ticket Dar-Nigeria (Adamawa) for student	Tshs 1,800,00 x2		Tsh360,000.00
	ii. Return air ticket Dar-Nigeria (Adamawa) for student	Tshs 1,800,00 x2		Tsh360,000.00
	iii. Return air ticket Dar-Nigeria (Adamawa) for student	Tshs 1,800,00 x2		Tsh360,000.00
	iv. Return air ticket Dar-Nigeria (Adamawa) for student	Tshs 1,800,00 x2		Tsh360,000.00
	SUB TOTAL	\$ 700.000x 21600,00 1,512,000.00		1,512,000.00
	Yola (80 days –data collection? Intra –transport expenses	Tshs 10,000x180		1,800,000.00
	Researchers local running	Tshs 5,000x80		900,000.00
	Allowances for three research assistant	20,000x180x3 3,600,000.000x3		10,800,00.00
	Lunch allowance	Tshs 7,000x180 – 120,000.00x3		378,000.00.
	SUB TOTAL			Tsh15,469,200.00
3	STATIONARIES			
	- 6 Cartoons of A4papers	35,000x6 30x40		210,000.00 20,000.00
	- 40 note books	200x40		8000.00
	- 40 pens	350,000x1		350,000.00
	- 1 hplaserprinter	600,000x1		600,000.00
	- 1 laptop	450,000x1		450,000.00
	- 1 sonydigital camera	150,000x1		150,000.00
	- 1 tape recorder	50x10ppx312		156,000.00
	- Photocopying (!2) of 10 pages			
	MISSCELLENIOUS	Tshs 10,000x124		1,240,000.00
	SUB TOTAL			26,840,000.00
	GRAND TOTAL			77,029,000.00

APPENDIX: II
TIME FRAME AND WORK PLAN 2014-2016

Duration	Activity	MONTH OF THE YEAR											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
`2012/2013	Course work year 1												
2013/2014	Course work year 2												
2014/2015	Comprehensive examination												
2015 January	Topic submission and approval												
2015 October	Proposal writing												
2016 January	Proposal hearing												
2016 February/March	Transmittal letters and pilot study												
2016 April	Data collection and analysis												
2016 June	Presentation of field report												
2016 August	Thesis writing												
2016 Sept.	VIVA VOCE												
2016 Oct	Thesis production and submission												

Appendix III

Transmitter Letter

 KAMPALA INTERNATIONAL UNIVERSITY DAR ES SALAAM COLLEGE	Gongo La Mboto, Pugu Road P.O Box 9790, Dar es Salaam-Tanzania Tel: +255-7691 14645, +255222843251 Fax: +255-222 843 252 E-mail: admin@kiu.ac.tz Website: www.kiu.ac.tz
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**DIRECTORATE OF POSTGRADUATE STUDIES AND RESEARCH
(DPSR)**

7th March 7, 2016

Dear Sir/Madam,

RE: Request for Ibrahim Umaru Jongur Reg No: PhD (EM)/2508/301/DF to Conduct Research in your Institution.

The above mentioned is a bonafide student of Kampala International University Constituent College pursuing **PhD in Education Management and Administration**.



He is currently conducting field research the title of which is **"Retirement Policy and Academic Staff Attrition in Tertiary Institution of Adamawa State, Nigeria**
As part of his research work, he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your institution has been identified as a valuable source of information pertaining to his research dissertation. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him will be used for academic purposes only and the data you provide shall be kept utmost confidentially.

Any assistance rendered to him will be highly appreciated.

Yours truly,



Prof. Joas B Rugemallila
Director (PSR)

"Exploring the Heights"

Appendix IV

Modibbo Adama University of Technology Yola

KAMPALA INTERNATIONAL UNIVERSITY
DAR ES SALAAM COLLEGE

Gongo La Mboto, Pugu Road
P.O Box 9790, Dar es Salaam - Tanzania
Tel: +255-769114645, +255222843251
Fax: +255-222 843 252
E-mail: admin@kiu.ac.tz
Website: www.kiu.ac.tz

DIRECTORATE OF POSTGRADUATE STUDIES AND RESEARCH (DPSR)

Prof. Singu
No he is free to use your materials
5/5/16

7th March 7, 2016

Dear Sir/Madam,

RE: Request for Ibrahim Umaru Jongur Reg No: PhD (EM)/2508/301/DF to Conduct Research in your Institution.

The above mentioned is a bonafide student of Kampala International University Constituent College pursuing **PhD in Education Management and Administration**.

He is currently conducting field research the title of which is "**Retirement Policy and Academic Staff Attrition in Tertiary Institution of Adamawa State, Nigeria**". As part of his research work, he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your institution has been identified as a valuable source of information pertaining to his research dissertation. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him will be used for academic purposes only and the data you provide shall be kept utmost confidentially.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Prof. Joas B Rugemalila
Prof. Joas B Rugemalila
Director (PSR)


to Prof. Abubakar U. Jongur
Department of Agric. Economics
MODIBBO ADAMA UNI. of Technology
YOLA, ADAMAWA STATE:
NIGERIA.

DEAN SRAT ✓
pls. try to allow him the access if possible
As 27/4/16

"Exploring the Heights"

APPENDIX V

ADAMAWA STATE POLYTECHNIC PERMISSION LETTER

	ADAMAWA STATE POLYTECHNIC, YOLA P.M.B. 2146, Yola, Adamawa State Nigeria <i>Technology for self Reliance</i> Office of the REGISTRAR Alh. Ahmed Mohammed Dadi
Ref. No. ASP/S/REC-181/I	4 th May, 2016
The Director (PSR) Kampala International University Dar Essalaam College.	
Attention: Ibrahim Umaru Jongur Reg. No. Ph. D (EM)/2508/301/DP	
RE: REQUEST FOR IBRAHIM UMARU JONGUR REG. NO. Ph. D (EM)/2508/301/DP	
<p>Dear Sir,</p> <p>I am pleased to inform you that your request for permission to attend the 1st National Conference on the Role of the State in the Development of Nigeria, organized by the National Conference Centre, Abuja, has been approved. You are hereby permitted to attend the conference on the above mentioned subject.</p> <p>Yours faithfully, REGISTRAR</p> <p>REGISTRAR: Alh. Ahmed Mohammed Dadi</p>	

APPENDIX VII
ADAMAWA STATE COLLEGE OF EDUCATION YOLA

Federal College of Education, Yola.
(OFFICE OF THE REGISTRAR)



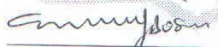
FCEY/S. 1136/VOL. I

20th April, 2016

Ibrahim Umaru Jongur,
Primary Education Department,
Federal College of Education,
Yola.

ACKNOWLEDGMENT LETTER

Reference to the letter of request to obtain data for your Ph.D research on "Education Management and Administration" dated 7th March, 2016, I am directed to acknowledge its receipt and to also inform you that you need to specify the information you require as the need arises. Thank you.


Takason N. Kloso
FOR: Registrar

APPENDIX VIII
QUESTIONNAIRE
RETIREMENT POLICY AND ACADEMIC STAFF ATTRITION
QUESTIONNAIRE (RPACASAQ)

SECTION A: DEMOGRAPHIC INFORMATION

This section seeks to solicit biographical information from respondents. Please, indicate the extent to which you agree or disagree with these statements by means of a tick (v) in the appropriate column.

1	Gender		5	Working experience	
	Male	1		0-5 years	1
	Female	2		6-15 years	2
				16-25 years	3
				26-35 years	4
				Above 35 years	5
2	Age		6	Type of employment	
	18-under 25	1		Contract	1
	25-under 35	2		Part time	2
	35-under 45	3		Permanent and pensionable	3
	45-under 55	4			
	55-under 60	5			
	60-under 65	6			
3	Job title			What is the attrition rate in your institution?	
	Management staff	1		High	1
	Academic staff	2		Moderate	2
	Others	3		Low	3
4	Educational qualification			Very low	4
	Bachelor degree/HND	1			
	Master degree	2			
	PhD/Chief Lecturer	3			
	Professor/Principal Lecturer	4			
	Others (Please specify)	5			
5	Rate of academic staff attrition			2005 - 2015	

SECTION B: KEY OBJECTIVES OF PENSION REFORM POLICY

A	Retirement Benefits amount and Academic Staff Attrition	Strongly Agree	Agree	Un decided	Disagree	Strongly disagree
		5	4	3	2	1
1	retirement benefits paid as lump-sum payment					
2	Retirement benefit (pension) are paid timely					
3	Retirement benefit (gratuity) as and when due.					
4	Retirement benefit is adequate					
5	Retirement benefits are paid without difficulty					
6	Retirement benefits are paid by the government					
7	There is equality in retirement benefit payments					
8	The new retirement policy affects my loyalty and commitment					
9	The new retirement policy affects my decision to leave the institution early					
10	Pension fund custodians and administrators can manage retirement benefit payment better					
B	Establishment of Uniform Rules and academic staff attrition.					
1	There are adequate legislations for retirement policy implementation					
2	Rules and regulations are uniform across organizations					
3	Rules and regulations are strictly enforced					
4	There is no adequate supervision and monitoring to ensure compliance					
5	The new retirement policy is					
6	There is no uniform					

	standards across organizations					
7	Uniform retirement rules will minimize academic staff attrition.					
8	The retirement policy rule and regulations are against women					
9	The retirement policy rules and regulations are inadequate					
C	Individual savings and academic staff attrition					
1	The new retirement policy enhances individual savings					
2	enhanced savings can minimise attrition					
3	Individual savings enhance staff commitment to institution					
4	Individual savings is affected by amount of salary					
5	Enhance individual savings minimise old age poverty					
6	Individual savings is affected by contribution rate					
7	The policy will enhance savings habit among academic staff					
8	Most staff could not have been able to save for retirement without the compulsory saving scheme					
9	Compulsory saving policy affects staff desire for attrition					
10	Adequate individual savings can minimise attrition					
D	Growth of pension liabilities and academic staff attrition	SA	A	UD	DA	SD
1	Growth of pension					

	liabilities increases suspension among academic staff					
2	Poor funding is responsible for the growth of pension liabilities.					
3	The low compliance rate with enhance the growth of pension liabilities					
4	Lack of comprehensive database of employers of labour enhance growth of pension liabilities					
5	Employers lack of willing to comply with the pension act increases growth of pension liability					
6	The integration of informed sector into the pension scheme has also contributed to the growth in pension liabilities					
7	High level of corruption is responsible for the growth of pension liabilities					
8	Poor administration was responsible for the growth in pension liabilities					
9	Untimely payment of retirement benefits leads to the growth in pension liabilities					
10	The use of private custodians and pension administrators was responsible for the growth in pension liabilities					
E	retirement policy and academic staff attrition					
1	The delay in payment of retirement benefits affect academic staff attrition					
2	The low individual savings affect academic staff attrition					
3	The growth in pension liabilities affects academic staff attrition					
4	rules affects academic					

	staff attrition					
5	The perceived inability of the new policy to guarantee adequate benefits at retirement affects staff attrition					
6	retirement policy lack of comprehensive database affects academic staff attrition					
7	High level of corruption of retirement policy affects academic staff attrition.					
8	Poor policy administration affects academic staff attrition.					
9	Absence of gratuity in the new policy affects academic staff attrition.					
10	The use of private PFAs affects academic staff attrition					

Interview Guide and Focus Group Discussion Questions

Focus Group Discussions and In-depth Interview with Pension Administrators

/Managers

1. How do you think that the new contributory pension's scheme is better than the old pay-as – you go system?
2. How can with the new pension policy ensure adequate funding of retirement plans/policy they can minimise attrition?
3. How would the new pension policy ensure adequate payment of retirement benefits that will enhance staff retention?
4. In what ways do you think the rules and regulations of the new retirement policy can ensure effective administration implementation of the new pension policy that can enhance academic staff confidence?
5. How can the new policy enhance individual savings for adequate retirement benefit at retirement that can guarantee academic staff comfort in retirement?
6. In what ways do you suggest the new defined contribution can stem the growth of pension liabilities that can build academic staff trust with the policy?
7. How do you think the growth of pension liabilities will affect academic staff decision for attrition?
8. What are the causes of delay and non- payment of retirement benefit to retirees currently?
9. Why is their disparity between male and females in the new retirement benefit payment?
10. How do you think the rules effects retirement policy implementation and academic staff attrition decisions?

Focus Group Discussions and Interview with Academic Staff

1. How does the new retirement policy (the new contributory pension scheme) in your institution affected your desire to stay or have the institution?
2. Do you believe that private pension fund custodians and administrators (managers) or the local office of establishment can manage and administered retirement policy (benefit) better?
A. If yes how?

- B. If no why?
3. A. What do you think is responsible for the non- payment or delay in payment of retirement benefits?
 - B. How can this be corrected?
4. What are the problems of pension benefits administration in your institution? And what are the ways to correct these problems.
5. Which of the pension system (the old pay – as – you – go system or defined contributory pension system) do you think will give more benefits to retirees and why?
6. If participation in the new contributor pension scheme is optional would you have opted out? Why?
7. If such a compulsory saving scheme were not in place, would you have been able to save for your retirement? If yes how has this affected your decision to stay?
8. How do you think the new policy will stem the growth of pension liabilities?
9. Do you think that increased funding of retirement policy will minimize the growth of pension liabilities? If yes how?
10. How can the problem of adequate funding of retirement policy be minimized?

Interview with School Managements

1. A. Have your institution subscribed to the new retirement policy?
 - B. How do you think the new retirement policy can influence academic staff decision to stay or leave the institution?
2. What could be the reason(s) why academic staff stays with the institutions?
3. What is your institutions attrition rate? Is the level acceptable or not why?
4. How would you say the new retirement policy particularly benefit payment contributes to your academic staff attrition or discussion to leave?
5. What do you think should be done to improve retirement benefits payments?
6. Do you think that poor administration was responsible for the inadequate funding of new retirement policy? If yes how?

7. How did the poor or delay in funding of the new retirement policy causes the untimely payment of retirement benefits and the growth of retirement benefit and pension liabilities.
8. Why would you say that the use of private custodians and private administrator or managers was responsible for the poor funding and mismanagement of the new retirement policy?
9. How do you think the growth of pension liabilities will affect academic staff attrition rates in your institution?
10. How are your staff responding to the enhance savings in terms of voluntary saving?

APPENDIX IX

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	VAR00001 ^b	.	Enter

a. Dependent Variable: VAR00002

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.749 ^a	.561	.560	1.84959	.561	388.651	1	304	.000

a. Predictors: (Constant), VAR00001

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1329.575	1	1329.575	388.651	.000 ^b
Residual	1039.984	304	3.421		
Total	2369.559	305			

a. Dependent Variable: VAR00002

b. Predictors: (Constant), VAR00001

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	21.371	.517		41.367	.000			
	VAR00001	-.667	.034	-.749	-19.714	.000	-.749	-.749	-.749

b. Dependent Variable: VAR00002

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
hy1	Between Groups	17.634	2	8.817	.886	.414
	Within Groups	3016.784	303	9.956		
	Total	3034.418	305			
hy2	Between Groups	19.978	2	9.989	1.228	.294
	Within Groups	2464.127	303	8.132		
	Total	2484.105	305			
hy3	Between Groups	43.205	2	21.602	2.251	.107
	Within Groups	2908.066	303	9.598		
	Total	2951.271	305			
hy4	Between Groups	14.167	2	7.083	.271	.763
	Within Groups	7917.114	303	26.129		
	Total	7931.281	305			
hy5	Between Groups	29.779	2	14.890	.749	.474
	Within Groups	6020.825	303	19.871		
	Total	6050.605	305			