

Motivation Practices and Employee Turnover Intentions in Selected Paramilitary Agencies in South -West Nigeria.

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ABSTRACT: *Motivation practices have become a global issue as they affect both employee and organizational performance. The choice of an employee to stay in an organization could be attributable to motivation practices of that organization. Employee turnover intention of paramilitary officers is becoming worrisome because of the high figure established. This may be attributable to poor level of motivational practices within the organization. Cross-sectional research design was used for this study. The study population was 22,235 comprised of officers and men of selected paramilitary agencies in Nigeria. The sample size was 988, using Krejcie and Morgan table. Validated questionnaire was used to obtain responses from respondents. Response rate was 92.6%. The data were analyzed using descriptive and inferential statistics. The analysis of the data revealed motivation practices had significant effect on employee turnover intentions in selected Federal Paramilitary Agencies in South-West, Nigeria. The study concluded that motivation practices affect employee turnover intentions of selected paramilitary agencies in South-West, Nigeria. The study recommended that heads of the selected paramilitary agencies should embrace different motivational practices.*

Key Words: *Motivation practices, Remuneration, Reward, Turnover intentions, Training, Work environment and Paramilitary agencies*

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I. INTRODUCTION

Motivation practices are central to organizational development and performance. Human beings drive the activities of every organization, therefore the ability of the organization to motivate them will go a long way in determining the organizational performance. Motivation can be extrinsic, like money, benefits, or awards, or intrinsic, like confidence or personal responsibility. Although extrinsic motivation can be easier for a company to control, intrinsic motivation is just as important, if not more so, when it comes to high performing employees (Radakovich, 2019).

Wagner and Stern (2016), in a research conducted by (BI Worldwide, 2016) said one-third of US workers do not feel they are being paid fairly, for them pay is an issue. In addition numerous engagement consultants in US, over the last few years have criticized the perks that some companies give their people. Furthermore, in the UK nearly a third of employees say they are not motivated at work (Jerome, 2008). The proportion of people according to the study, saying they are not motivated at work rose to 29% in 2017, from 18% the previous year according to a study by reward and recognition consultant motivates.

As a result of the prevailing economic situation in India, whereby supply of labour is greater than its demand, some employers do not believe in effective motivation of workers in producing high performance (Ramprasad, 2013). Employers in India even uphold the view that if workers are not properly motivated they cannot leave the job since there is scarcity of job in the labour market. In addition, Musooka (2010) said salaries and wages are still a controversial issue in Uganda.

In Nigeria today, instead of providing the means by which workers are encouraged (motivated) and retained for effective outcomes, workers are deprived of their physiological needs through salary, insecurity, delay in payment of salaries, falling benefits, and these have consequences in their productivity and motivation (Egbo, Alhaji & Egbo, 2018).

In the US Army Medical Department (AMEDD), according to (Patrician, Sheng, & Lake, 2010) one of the employees' issues is intent to leave which is a result of practice environment. In the same vein, in UK according to a study conducted by (U.K, National Audit office report, 2017-2019 session) the recruitment and retention difficulties is 5.6% aggregate level of regulars leaving voluntarily in the 12th months to 31st December, 2017. Furthermore in Indian military, lucrative offers from outside the military as well as job-related factors in the service serve as prime detractors forcing the servicemen to leave the military prematurely (Jaiswal, Dash, Sharma, Mishra, & Kar, 2015). According to Dumas and Houdre (2016), 58% of standard workers in Uganda are frequently dissatisfied or would like to change jobs in Uganda. Furthermore, Eze (2012) in support

of the position of past scholars (Patacia, Junjing, & Eilen, 2010) said that work ethic in Nigeria which sees work as having spiritual meaning buttressed by behavioural norms as punctuality, honesty, diligence and frugality is fast changing.

Statement of the problem

Several studies (Dumas and Houdre 2016;Wagner and Stern ,2016)have examined motivation practices and performance among U.S army without attention to Nigerian situation.Apart from the focus on developed countries, the methodological approach adopted differs. Employee turnover intentions have been a worrisome situation among the paramilitary in Nigeria. Many of the paramilitary officers leave service prematurely. This may be attributable to inadequate and poor motivational practices within the organization.

Objective of the study

The research objective was to evaluate the effect of motivation practices on employee turnover intentions in selected paramilitary agencies in South-West,Nigeria.

Research question

How do motivation practices affect employee turnover intention in selected paramilitary agencies in South-West,Nigeria.

Research hypothesis

The research hypothesis was motivation practices had no significant effect on employee turnover intention in selected paramilitary agencies in South-West,Nigeria.

Scope of the Study

The focus of the study is to examine the effect of motivational practices on employee's intentions to leave in paramilitary organisations. The organisation studied include Nigeria Immigration Service, Nigeria Correctional Service, Nigeria Security and Civil Defense Corps and National Drug Law Enforcement Agency in South-West,Nigeria.The population of the study was 22,235 comprised of officers and men.

Significance of the Study

The study will benefits the management, society and workers in different work environment. It will provide guide to all heads of various Agencies on different motivational practices that would arrest the intentions of officers and me to leave their various paramilitary agencies.

II. LITERATURE REVIEW

Motivation

According to Morehead and Griffin (2004), motivation is a set of forces that lead people to behave in particular ways. This is why the first component of reinforcement (stimuli) noted that the response of the individual in the environment (organization) will depend deeply on stimuli he felt. The stimulus leads and determines type of behavior. Motivation according to (Hitka & Balazova, 2015) is one of the essential elements of human resource management. It is affirmed by these two authors that without appropriate level of motivated behavior and activity we cannot determine goals and require their meeting. It is therefore expected that when employee are adequately motivated it will affect their behaviors and attitudes to work positively which will in turn affect their levels of performance. In addition Armstrong (2012), says motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. He further says the term motivation can refer variously to the goals individuals have, the ways in which individuals choose their goals and the ways in which others try to change their behavior. Hitka and Balazova (2015) affirm the position of Armstrong, emphasizing the behavioral activities and achievement of goals by employees. According to Prasad (2015), motivation is said to be when organization observed that is created to satisfy the need of individual members who work to achieve those objectives of the organization, therefore organization effectiveness can only possibly be assumed when there is an agreement between organizational objectives and individual needs. This is called organizational equilibrium and it best suits organizations in capitalist economics. In the same vein Ezeali and Eziagu (2009) as cited in (Olusadum & Anulika, 2018) maintain that motivation is an energetic force that compels or induces maintenance of a particular behavior. They however explained that motivation is not only restricted to physically and tangible things like money or promotion but also intangibles like psychological factors. An understanding of the factors that motivate employees and their appropriate application would have significant effect on the organization's performance (Cascio, 2006).

Furthermore, Abioro (2013), said it is an abstract term, which imparts incentives that require a response on part of someone else to achieve a defined goal. Furthermore, he sees motivation as the ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all people. In seeking to understand the motivational practices, it is perhaps necessary to distinguish the two types of motivation strategies namely; the Intrinsic and extrinsic motivations (Abioro, 2013). He further

said that intrinsic motivation results from an individual's need to be competent and self-determining. These needs help to determine motivation and performance.

Mitchell (1982) discusses four common characteristics that underline the definition of motivation. The characteristics are; motivation is an individual phenomenon, motivation is intentional, motivation is multifaceted and motivation theories predict behavior, based on these characteristics he further defines motivation as the degree to which an individual wants and chooses to engage in certain specified manner. Despite the fact that this concept of Mitchell is old it is still very relevant to the current study.

Motivational practices are captured in the study as training, reward, promotion, remuneration and work environment. Briefly these sub variables of motivational practices are defined below:

Training

Nda and Fard (2013) define training as an organized way in which organizations provide development and enhance quality of new and existing employees. However, Ganesh and Indradevi (2015), define training as the acquisition of knowledge of skills and competencies. According to this definition it has specific goals of improving one's knowledge, skills and their capacities, capabilities, performance and their productivity. In the same vein, Agunis and Kraiger, (2009) say the significance of training is that it increases the employees' job performance and brings other positive changes such as acquisition of new talents. Training is needed for employees to understand the tasks and acquire the skills needed or necessary in carrying out the tasks. Furthermore, training is more important because it leads to a maximum utilization of all the resources of the firm. Thus the skills which were utilized by the human resources of a firm can increase output and quality improvement at the company. Training increases efficiency, morale of employees, better human relations, reduction in supervision, increase in organizational reliability and flexibility. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage

Reward

Bowen (2002) as cited in Akafo (2015) define reward as something which is given or received in return for a success or achievement. This definition was made clearer by (Basker & Rajkumar, 2015) who define remuneration as a formal impartial and equitable exchange. In addition the two authors say that reward is a material or financial expression of appreciation that is conditional on results, going by this definition reward is given after performance. An employee who knows that something in form of reward awaits his good performance will work harder. In his view, Mendonca (2002) cited in (Sajuyigbe, Olaoye & Adeyemi, 2013) sees reward and compensation as a system that is based on the expectancy theory which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Reward is a critical element that motivates employees to perform as expected (Armstrong, 2007). This definition of Armstrong seems to agree with earlier definition by Mendonca (2002) as cited in (Anku, Amewugah, & Glover 2018). Gohari, Hosseinipour, Kamkar and Zahoori (2013), pointed out that maximum level of workers' performance is achieved when they feel their endeavor is rewarded and compensated completely.

Promotion

Saharuddin (2016), say promotion is evidence of recognition of employee performance. According to them someone, who is promoted will be considered to have a good performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. Promotion can affect employee satisfaction, hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted (Saharuddin, 2016). Similarly if the morale is high, it will create employees who excel where jobs can be resolved quickly, absenteeism can be reduced, and the damage can be reduced and the possibility of transfer of employees to other companies can be minimized. McCausland, Pouliakas and Theodossiou (2005) cited in (Khaliq, 2018), also define promotion as the reassignment of an employee to a higher rank of job. Promotion generally represents a change in organizational status, moving from a lower to a higher level (Lazear, 2000 & Savych, 2005).

Remuneration

Ojeleye (2017) defined remuneration as pay or reward given to individuals for work done. In addition Baba (2015) sees remuneration as employee benefits that can be salary, honoraria, allowances fixed, incentives, bonuses for achievements, termination or retirements benefits. Stimulating remuneration system and a wide and more diverse range of employee benefits provide organisations with a competitive advantage over others in the labour market (Urbanova & Snyderova, 2017). However, Prasad (2015) argued that the demand

of younger generation is changing only a wage or salary is not what retained a talented employee in an organisation. In his contributions, Alwaki (2018) defines remuneration as one of the incentives that are capable of triggering an increase in employee performance aligning with the position of (Gutsika, 2013) who defines remuneration as the reward that comes from an employer to an employee for service rendered or work done by an employee. Gutsika (2013) further states that remuneration improves the performance of employees at the National Police in Pasaman.

Work Environment

According to Bushri (2014), work environment is an entire condition which comprises the totality of forces, actions and other influential factors that are currently and/or potentially contending with the employee's activities and performance. In another view, Nzewi, Chiekiezie and Alphonsu (2017) define environment as man's immediate surrounding which he manipulates for his existence. Brunot (2015) says the work environment encompasses more than the employee lounge, office area and lobby, policies, resources, professional relationships and company culture also fashion the environment in which we work. The relationship between work environment and employee turnover intention was discussed by (Snell, 2015) who says positive environment in the work place creates an atmosphere of enthusiasm that could cause loyalty by employees and consequently the performance of the organisation.

Employee Turnover Intention

According to, Lui and Low (2011), turnover intention is an individual's probability estimated by themselves that they are going to leave the organization permanently in near future. In reality, turnover intention is the direct predictor of turnover behavior and shows a combination of attitudes related to withdrawal (Farkas & Tetric, 1989). Fishberg (1967) cited in Ahmed, Hidayat & Rehman (2015), said our affective reactions to the job can lead to intention that governs behavior. Furthermore, these authors cited Mobley (1978) who suggested that decline in job satisfaction leads to an intention to stay or quit. Shamsuzzoha & Shumon (2013) note that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally. Furthermore, turnover intention of employee refers to the likelihood of an employee to leave the current job he or she is doing (Belete, 2018). Employee turnover refers to the termination of an official and psychological contract between an employee and an organization (Shamsuzzoha & Shumon, 2013). In addition, Abassi (2000) cited in Ongori (2007) defines employee turnover as the rotation of workers around the labour market; between firms, jobs and occupations, and between the states of employment and unemployment. Also, Ongori (2007) said, frequently managers refer to turnover as the entire process associated with feeling. According to Ongori (2007), the imposition of quantitative approach to managing the employees led to disenchantment of staff and hence leads to labour turnover. He therefore advised that management should not use quantitative approach in managing its employees. Furthermore, adopting a cost oriented approach to employment costs increases labor turnover (Simon, 2007) as cited in (Ongori 2007). Organization with strong communication systems enjoyed lower turnover of staff. According to Ongori (2007), if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquid position.

Ahmed, Hidayat, & Rehman (2015), said inarguably, challenges posed by employees' turnover have assumed unprecedented proportions owing to the integration of world economic arena and resultantly escalating competition across the globe for better opportunities in commensuration with the capabilities and qualifications of the individuals. Turnover intention according to these authors is an inclination among employees to quit their organization. Intention to withdraw has been found to be a predictor of actual turnover among employees (Harrison, 2006). The researcher defines employee turnover intention as the willingness to quit the organization at any given time.

Emperical review

Abdullah and Ramay, (2012); Khuong and Le vu, (2014); Cheng and Waldenberger, (2013); Sajjad, Ghazanfar and Ramzan, (2013); Bibi, Ahmad and Majid, (2018); Kesen, (2016), their studies found that motivation was significant predictor of decrease employee's intention to quit, furthermore it was established that training and support of the supervisors had a significant relationship with the retention of employees. In addition the results further showed that training and innovation had significant power of decreasing turnover.

A divergent result was presented by Ekabu, Nyagah and Kalai, (2018) which showed that promotional prospects had a negative and inverse relationship with turnover intentions. Finding from Syed and Loo-See (2016), in their study the impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: evidence from Malaysia, revealed that job engagement does not mediate between the motivation enhancing and turnover intentions while organization engagement statistically significant mediates the relationship. Fernando and Ranaweera (2019) concentrated on the impact of non-financial rewards on

turnover intention: mediating role of intrinsic motivation (with Special reference to the hotel industry of Sri Lanka. The findings of the study shows that there was a strong negative relationship between the employee non-financial rewards and turnover intention. Mediating analysis results showed that intrinsic motivation partially mediate the relationship between non-financial rewards and employee turnover intension. Similarly Pepra-Mensah, Adjei and Yeboah (2015) in their research, the effect of work attitudes on turnover intentions in hotel industry: the case of cape coast and Elimina (Ghana), the study findings reveal that satisfaction, motivation and alternative job opportunities were significant predictors of intention to quit. However, organisational commitment and job-hopping were not significant variables to explain one's intention to leave the present job.

Theoretical Frame work.

This study was anchored on Herzberg's two factor theory. According to Herberg, there are job factors that result in satisfaction and there are other job factors that prevent dissatisfaction. He classified the job factors in to two categories: Hygiene factors and motivational factors. The hygiene factors are jobs that are essential for existence of motivation at workplace. They do not lead to positive satisfaction for long term. Where these factors are not available, they lead to dissatisfaction. These factors are required to avoid dissatisfaction. Some of these factors are pay, company policies, fringe benefits, physical working conditions, status, job security and interpersonal relations. The motivational factors yields positive satisfaction. The factors motivate employees to superior performance. They are factors involved in performing performing the job. These factors include recognition, sense of achievement, responsibility, promotional opportunities and meaningfulness of the work. The two factor theory implies that manager must stress on ensuring adequacy of hygiene factors to avoid dissatisfaction by the employees. The work must equally be made stimulating in order to motivate the workers to perform better. However the theory was criticized on different grounds. It overlooks the situational factors and assumed a correlation between satisfaction and productivity. The hygiene or extrinsic factors are considered to have high risks of negative impacts on the employees and the organization (Afful-Broni, 2012). This is because the absence of extrinsic factors gives rise to employees' dissatisfaction and eventual high employees' turnover rate or low productivity (Yusoff, Kian & Idris, 2013).

The following theories were dropped in preference of Herzberg two factor-theory; Vroom expectancy theory, Abraham Maslow needs theory and Adams Equity theory. These theories were dropped because they all failed to address directly the issue of job satisfaction. Furthermore some of their assumptions are unrealistic, for instance Maslow assumes that all employees are alike, knowing fully well that no two individuals can be motivated the same. Other assumptions are, all situations are alike and there is only one best way to meet the needs. In addition the equity theory although offers a variety of strategies for restoring equity but does not predict in detail which an individual will select. It was also dropped because of its little practical value. Expectancy theory was also dropped because of its complexity and lack of practical applicability. However on the other hand, Herzberg theory of motivation tries to address employee problems by focusing on factors which give satisfaction as well as dissatisfaction to the employees working in the company (Parikh, 2016). This study is anchored on this theory because of the following advantages it has over other theories as discussed by (Parikh, 2016). It emphasizes motivation from within the employees themselves rather than focusing on other external factors. It is envisaged that company by adopting this theory ensures that on the part of the company it can improve its working environment and conditions so that employees feel motivated to work hard which in the long term will benefit the company as a whole.

Majority of companies think that giving salary is enough for the satisfaction of employees but when a company uses this theory it comes to know about employees problems and making sure that factors which dissatisfy, employees can be reduced by making environment of the company friendly. Furthermore, money is treated as secondary because factors like the job promotion, recognition, relationships between employees are considered to be motivating factors rather than money.

III. METHODOLOGY

The study made use of cross-sectional survey research design to investigate the effect of motivational practices on employee turnover intentions. Cross-sectional research design was used because data were collected at one point in time to test the research hypothesis. This design is cost effective. Data can also be easily collected, collated and it enhances the accuracy of the conclusions (Kising'u & Omar 2017). It also provides data that will represent the perception and view of people across a large geographical area which in this study are the four selected paramilitary agencies in the South-West Nigeria. Some authors (Olusadum & Anulika, 2018; Ali-Baba, 2015; Abayomi & Ziska, 2014; Hana & Marketa, 2017) The population of this study was 22,235 comprised of officers and men of the four selected paramilitary agencies in the South-West, Nigeria. The four paramilitary agencies so selected were, Nigeria Immigration Service, Nigeria Correctional Service, Nigeria Security and Civil Defense Corps and National Drug Law enforcement Agency.

Table 3.1: Population of the selected Paramilitary Agencies in the South-West Nigeria

Agency	States						Total
	Lagos	Ogun	Oyo	Osun	Ondo	Ekiti	
Nigeria Immigration Service (NIS)	2204	659	923	326	371	252	4735
Nigeria Security and civil defence Corps (NSCDC)	1933	3171	3005	2010	1906	660	12685
Nigeria Correctional Service (NCS)	1000	446	886	511	471	185	3499
National Drug Law Enforcement Agency (NDLEA)	490	175	187	97	237	130	1316
Total							22235

Source: Field survey/Command PRO's of various agencies

A sample size of 988 was taken from the table of population above. The sample size was determined using Krejcie and Morgan table. In addition proportionate stratified sampling technique was used. Data were collected through validated questionnaire. The response scale for each statement in the survey questionnaire using the six points Likert scaling technique were 6=Very high, High=5; Moderately High=4; Moderately low; 2=Low and 1 =Very low. The pilot study was conducted to validate the research instrument and as well test its reliability. Ninety eight personnel of the selected agencies in the South -East were involved in this study. The Cronbach's Alpha that was used to test the reliability ranged from 0.737 to 0.962 and data for the study were analysed using both descriptive and inferential statistics. Specifically multiple regression analysis was adopted.

IV. DATA ANALYSIS AND DISCUSSIONS.

Table 4.2.1: Summary of multiple regression analysis foreffects of motivation practices on turnover intention in selected federal paramilitary agencies in South-West, Nigeria

Coefficients ^a						
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.		
						B
4	(Constant)	6.076	0.451		13.480	0.000
	Remuneration package	0.035	0.039	0.040	0.914	0.361
	Training	0.019	0.038	0.021	0.501	0.617
	Reward	0.060	0.037	0.064	1.620	0.106
	Work environment	0.257	0.045	0.254	5.725	0.000
	Promotion	0.312	0.039	0.335	7.946	0.000
a. Dependent Variable: Turnover Intention						
b. R = 0.646 ^a R ² = 0.417 Adj. R ² = 0.414						
c. F (5, 909) = 129.942 (p=0.000)						

Source: Field Survey, 2020

The results of the analysis on the effects of motivation practices on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria presented in Table 4.2.1 revealed that motivation practices had significant effect on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria (adj. R² = 0.414, F_(5, 909) = 129.942, p=0.000 at p<0.05). The result showed that out of all the indicators of motivation practices, only two (work environment and promotion) had significant effect on employee turnover intention. Specifically, the result showed that work environment (β = 0.257, t = 5.725, p<0.05) and promotion (β = 0.312, t = 7.946, p<0.05) had positive and significant effect on employee turnover intention while remuneration package (β = 0.035, t = 0.914, p>0.05), training (β = 0.019, t = 0.501, p>0.05) and reward (β = 0.060, t = 1.620, p>0.05) had positive and insignificant effect on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria.

The result of the multiple regression analysis showed that the coefficient of determination (R²) value of the model is 0.417 which revealed that motivation practices had a weak positive and significant effect on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the adjusted R² which is the coefficient of multiple determination is 0.414 (F_(5, 909) = 129.942, p=0.000 at p<0.05) revealed that motivation practices explained 41.4% of the changes in employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria while the remaining 58.6% could be attributed to other factors not included in this model. Also, the F-statistics (df = 5, 909) = 129.942 at p = 0.000 (p<0.05) indicates that the overall model is significant in predicting the effect of motivation practices on employee turnover intention which reveals the existence of a significant effect of motivation practices on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria. The regression model for this prediction is expressed as:

$$ETI = 6.076 + 0.257WE + 0.312PR \dots \dots \text{eq. i}$$

Where:

ETI = Employee Turnover Intention

WE = Work Environment

PR = Promotion

The regression model showed that when motivation practices are at constant zero, employee turnover intention would be 6.076. This informs that without motivation practices, employee turnover intention would give a positive value of 6.076. Furthermore, the regression model explains that when work environment and promotion are improved by one unit, employee turnover intention would improve by 0.257 and 0.312 units respectively. This indicates that an increase in motivation practices of work environment and promotion would subsequently increase employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria. Overall, the result of the analysis showed that motivation practices had a significant effect on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria. Therefore, the null hypothesis (H_{01}) which states that motivation practices had no significant effects on employee turnover intention in selected federal paramilitary agencies in South-West, Nigeria was rejected.

V. DISCUSSION

The findings in Table 4.2.1 and the results of hypothesis revealed that the components of motivation (remuneration, rewards, training, promotions and work environment) had a significant effect on the employee turnover intentions in selected Federal paramilitary agencies in South-West, Nigeria. This results confirmed the assumption that motivation, job satisfaction and turnover intentions are not separable. The implication of this findings is that motivation would lead to employee job satisfaction and that job satisfaction would reduce employee turnover intentions. Although some people often looked satisfied but because of other reasons would still want to leave such organization. As an example if an employee is receiving good pay but the work environment is not conducive or full of hazards, he would want to leave such organization.

Conceptually the results confirmed the earlier definitions by Armstrong (2012) says motivation is concerned with the strength and direction of behaviour and factors that influence people to behave in certain ways. He further says that the term motivation can refer to variously the goals individuals have, the ways individuals choose their goals and the ways in which others try to change their behaviour. Turnover intention most often is seeing as a sign of lack of job satisfaction. Turnover intention is defined as an individual's probability estimated by themselves that they are going to leave the organization permanently in the near future (Lui & Low, 2011). Furthermore, Belete (2018) says turnover intention of employee refers to the likelihood of an employee to leave the current job he or she is doing. In addition, Shamsuzzoha and Shumon (2013), define employee turnover as the termination of an official and psychological contract between an employee and an organization.

Emperically most of the studies conducted in the past show that motivation is significant predictor of decrease employee's intention to quit, in addition the results further show that training and innovation have significant power of decreasing turnover (Abdullah & Ramay, 2012., Cheng & Waldenberger, 2013., Sajjad, Ghazamfar & Ramzan, 2013, Bibi, Ahmed & Majid, 2018., & Kesen, 2016). However, a divergent result came from (Ekabu, Nyagah & Kalai, 2018) which showed that promotional prospects have a negative and inverse relationship with turnover intention.

Theoretically, the results of the studies conducted by (Abdullah & Ramay, 2012., Cheng & Waldenberger, 2013., Sajjad, Ghazamfar & Ramzan, 2013, Bibi, Ahmed & Majid, 2018., & Kesen, 2016) align with the Herzberg theory, because the issue of satisfaction is emphasized by the theory, and lack of which would lead to intention to leave on the part of employees. The finding of this study supported Herzberg's two factor theory based on the issue of satisfaction and dissatisfaction espoused in the theory. In addition where there is no job satisfaction, most employees will not stay, however it is not a general condition, because in some cases employees stay not because they are satisfied but because of other factors that are likely to limit their exit from the organizations. It had been established by this study that good motivation practices decreased turnover intentions of employees. Herzberg theory directed and guided the researcher in relating turnover intentions with motivation practices and job satisfaction in particular.

Based on the positive results obtained by previous researchers, hypothesis four (H_{01}) which says that motivation practices have no significant effect on employee turnover intention of selected Federal paramilitary agencies in South-West, Nigeria is rejected.

VI. CONCLUSION AND RECOMMENDATION

It was concluded that motivation practices had significant effect on employee turnover intentions. In addition it could be deduced that different motivational practices could mitigate employee turnover intentions. It is recommended that heads of paramilitary agencies embrace motivational practices that would encourage their employees to want to stay longer than usual. The management of paramilitary agencies should pay greater attention to work environment of their staff and well as promote workers as when due for promotion in order to reduce the spate of workers intention to leave.

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