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Effects of Library Infrastructure on Turnover Intentions of Librarians: A Study of University Libraries in South-South and South-East of Nigeria

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Abstract
Research into the phenomenon of turnover intentions of employees and its effects on organizational development is crucial; hence this study investigated the effects of library infrastructure on turnover intentions of librarians in university libraries in South-South and South-East of Nigeria. The study adopted a descriptive survey using total enumeration method with 400 academic librarians from the two zones in participation. The instrument for data collection was questionnaire which was subjected to a reliability test using Cronbach's alpha reliability coefficient with a result of 0.72, which means that the instrument was good and reliable since the test result is above the acceptance point of 0.50. All the questionnaires administered on the respondents were retrieved with 334 of the questionnaires found usable for the analysis. Findings revealed that inadequate infrastructure have the tendency of increasing the turnover intentions of librarians in the university libraries in South-South and South East of Nigeria (X = 3.03); while advancement in library infrastructure enhances professional development and increase the chance of retaining librarians in the library (X = 3.05). Evidence from the study indicated that a higher deficiency in library infrastructure will increase the level of turnover intentions of librarians in the university libraries in South-South and South-East of Nigeria. The study recommended that the university librarians and university managements in South-south and South-east of Nigeria should holistically assess their library infrastructure with a view of ascertaining their state and make available budgetary allocation that will take care of dilapidated library infrastructure to mitigate the effects of turnover intentions of librarians in university libraries in South-South and South-East of Nigeria.

Keyword: Library Infrastructure, Turnover Intentions, Academic Librarian, University Libraries, South-South, South-East, Nigeria

Introduction

The activities and functions of the university library hinges on the development, availability and functional infrastructure. Library infrastructure are essential facilities and tools that enhance the library's ability in delivering quality services to its patrons. Libraries of all type need infrastructure spanning from power generating set, computer, Internet facilities, photocopier, scanner, purpose-built library building, furniture and fittings, vehicle among others to keep pace with developments in the information profession and advancements in technology in the delivery of information services. In a university library where there is a high demand for information services, development of information technology (IT) and other library infrastructure cannot be overemphasized. This is because the library is the last recourse for information access and dissemination (Okoro, Omeluzor & Bamidele, 2014). According to Rathje, McGrory, Pollitt and Voutilainen (2005), libraries are community's portal to information, knowledge and leisure. Rathje, et al further stated that beyond the shelves, libraries are community's gateway to information from many sources nationally and internationally; providing information literacy programme, information access and dissemination (Ebiwolate, 2010; Omeluzor, Oyovwe-Tinuoye & Emeka-Ukwu, 2017). It is practically impossible for the library to provide some of the services needed by its patrons without functional infrastructure. Inadequate library infrastructure can render the library useless in the provision of relevant information services to the users and can increase turnover intentions of librarians (Omeluzor, 2017). The developments in information and communication technology (ICT) has increased the demand for information services hence the need for the development of library infrastructure in order to meet with the needs of the library patrons.

Employees' turnover according to Agnes (1999) is the ratio of the number of workers that had to be replaced within a given time period to the average number of workers. It is the activities and processes that are involved from the time an employee leaves a job to the time he/she is replaced, while turnover intention is the voluntary quitting from a job at will (Mbah & Ikemefuna, 2012). Turnover intentions is the desire of an employee to leave a job for another job elsewhere. Turnover intentions of librarians has negative implications and devastating effects on the library profession and Nigeria's development (Omeluzor, 2017). Development of library infrastructure is a major factor in retaining librarians in the university libraries and cushion the effects of turnover in Nigeria (Omeluzor, 2017). Some studies, for example: Sanjeevkumar (2012), Olusegun (2013) and Okoro, et al (2014), among others have expatiated on the importance of library infrastructure and its effect on turnover intentions of librarians in university libraries. Literature has shown that inadequate library infrastructure and turnover intentions of librarians have the tendency of demeaning the purpose of establishing the university libraries in Nigeria (Omeluzor, 2017). In contemporary research, some factors such as satisfaction with pay and lack of recognition (Mbah & Ikemefuna, 2012; Olusegun, 2013); low satisfaction with jobs, low satisfaction with employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring (Bandhanpreet, Mohindru & Pankaj, 2013); lack of communication among workers and managers (Rai, 2014) are found as causatives of turnover intentions of librarians in university libraries. Even demographic issues such as gender, appointment type, qualification, tenure and age have significant correlation with turnover intentions of employees (Ngobeni & Bezuldenhout, 2011). Among those studies, not a handful if any has focused on the effects of infrastructure on turnover intentions of librarians in Nigeria. This study therefore is set out to investigate that, while focusing on academic librarians in university libraries in the South-South and South-East of Nigeria.

Literature review

According to Ogbuagu, Ubi and Effiom (2014) library infrastructure is comprised of generating set, electrical installations, ICT facilities, furniture, fittings, information materials and library building. The function of library infrastructure in the management and discharging of essential library services to the patrons has been acknowledged in contemporary literature (Saleem, Shabana-Tabuum & Sadik-Batcha, 2013). The application of ICTs in university libraries across the world assist in the areas of automation, networking, digitization, technical services and increased productivity among others (Haliso, 2011). Library infrastructure is essential for the effective management of the university library and its human resources. For example, the application of integrated library systems (ILS) in library services enables 'on-the-spot' management and control of the entire library sections. Furthermore, the implementation of online public access catalogue (OPAC) helps the library in the provision of easy access to information in the library and external databases. It helps in the charging and discharging of library materials to the patrons. OPAC also helps in areas such as identifying information materials that are available, their location, materials owned by the library, materials loaned out and due date for return among other functions. An ILS is capable of handling myriad of tasks that would reduce stress associated with traditional tools thereby reducing the turnover intentions of librarians in university libraries. The use of ICT infrastructure in library services to a great extent affect the customization of ILS to portray a library's distinct name, logo and symbols which is a unique way of marketing the institution that a library represents. Again, using radio frequency identification (RFID) with ILS also provides a library with the advantage of securing its resources from being stolen or mutilated.

Inadequate library infrastructure has negative effect on the university library. Some of the known effects include loss of personnel (Okoro, et al, 2014) and distortion of services to the library users. The existence of the academic libraries in this era depends greatly on the provision and maintenance of infrastructure and its human capital (Okoro, et al, 2014). Inadequate or decay of library infrastructure contributes to poor service delivery to library patrons while adequate infrastructure and human capital development are requisite towards achieving the goals of university libraries in the 21st century (Omeluzor, 2017). Infrastructural development in university library is significant in achieving a lower level of turnover intentions of librarians (Omeluzor, Pelemo, Agbawe, Onasote & Abayomi, 2017). A report by Usman in 1982 showed that 75% of senior librarians who resigned their jobs and emigrated from Nigeria between 1976 and 1981 was as a result of unfulfilled aspirations due to inadequate infrastructure to provide services.

According to Okiy (2010), the general low supply of electricity in most parts of Nigeria is a major setback to globalization efforts in academic libraries in Nigeria. Inadequate supply of electricity in the university libraries in Nigeria is an impediment to quality services and access to information that can lead to librarians' intentions to quit. Ukwu (2016) stated that inadequate power infrastructure has reduced the Nigeria's power generation to one of its all-time low as the electricity generation recently sank to 1,580 Mega leading to job loss and turnover intentions. Inadequate power supply is a hindrance on the library's workflow, provision of adequate information services, access to electronic information and the Internet and other online services (Omeluzor, Madukoma, Bamidele & Ogbuiyi, 2012). Similarly, Fabunmi and Asubiojo (2013) reported that irregular power supply is a problem to accessing OPAC by the students, staff and librarians of the Obafemi Awolowo University, Ile-Ife, Nigeria.

According to Adekunle, Omoba and Tella (2007), inadequate infrastructure in the university libraries in Nigeria is the major reason for failure in library automation projects. Corroborating, Okoro, *et al* (2014) infers that epileptic power supply in Nigerian academic libraries contributed to negative feelings that graduated into librarians' turnover intentions. Inadequate library infrastructure can increase turnover intentions of librarians and have adverse effect on the library services if the situation continues to degenerate. On the effect of

inadequate ICT infrastructure in libraries, Haliso (2011) found out that inadequate computerization and inadequate infrastructure affects ICT use in academic libraries. Okiy (2010) describes the deficiency of ICT infrastructure and facilities in academic libraries in Nigeria as a major problem militating against globalization of information services. A scenario that can increase the intentions of librarians to quit their job for another. Crim and Seijts (2006) are of the view that not giving people the knowledge and tools to be successful is unethical and de-motivating; and likely to lead to stress, frustration, and ultimately, disengagement.

The public libraries in Nigeria are not exempted from the problem of inadequate infrastructure. A study conducted by Iwhiwhu and Okorodudu (2012) showed that essential infrastructure that are necessary in the delivery of information services and library operations such as ICT facilities, fans and air conditioners were not available in Edo State Central Library, Benin-City, Nigeria. Inadequate infrastructure and facilities are among the factors that prevented the sixteen public libraries in Delta State, Nigeria from accomplishing their role of providing quality information services to the rural people of Delta State (Omeluzor, Oyovwe-Tinuoye & Emeka-Ukwu, 2017). The result of a study by Ikenwa and Adegbilero-Iwari (2014) on the utilization and user satisfaction of public library services in South-West, Nigeria in the twenty-first century revealed that the major factors affecting user satisfaction are lack of Internet service, inadequate facilities and outdated or incomplete collection of information materials, a situation that can increase librarians' turnover intentions. Another effect of infrastructural deterioration is the over-weighing of infrastructure in the urban center as people tend to move from area with poor infrastructure to urban centers in order to assess some of the infrastructure which they feel are abundant there (Cebula, 1999).

The study is guided with one research question and one hypothesis.

Research question

What is the effect of library infrastructure on turnover intentions of academic librarians in university libraries in South-South and South-East of Nigeria?

Hypothesis

There is no significant relationship between library infrastructure and turnover intentions of academic librarians in university libraries in South-South and South-East, Nigeria.

Methods

The study investigates the effects of library infrastructure on turnover intentions of librarians in university libraries in South-South and South-East of Nigeria. At the time of this study in 2016, there were twenty (20) recognized universities in South-South with 227 librarians and eighteen (18) recognized universities in the South-East with 173 librarians given a total of 400 librarians. The study did not cover the newly accredited universities in 2016 because they are yet to hire librarians. A descriptive survey research design was adopted for the study. The study used total enumeration method since the population consisting 400 academic librarians from the two zones was considered appropriate to achieve the purpose. A 4-point Likert scale measuring instrument titled: "Effects of Library Infrastructure on Turnover Intentions of Librarians: A study of University Libraries in South-South and South-East of Nigeria." was used to measure the responses of the participants. Before the instrument was administered on the respondents, face validity was carried out by presenting the questionnaire to two professors in the Department of Library and Information Science, Abia State University, Uturu who validated it, resolved defects and made some modifications. To ensure that the structured questionnaire was reliable, a pilot study of 15 librarians from Olabisi Onabanjo University, Ogun State which is outside the study area was done. The result was subjected to Cronbach alpha test. The researchers used Cronbach's alpha because it is the most appropriate means of establishing the consistency of the research instrument used for this

study. According to Gliem and Gliem (2003), Cronbach's alpha is one numerical coefficient used to measure the reliability of summated scales such as Likert scales. It estimates the internal consistency of scales (Ugwu, 2018). The result of the reliability test using Cronbachs alpha reliability coefficient is 0.72, which means that the instrument was good and reliable since the test result is above the acceptance point of 0.50. The questionnaire was administered on all the respondents face to face with the help of two research assistants who were taught how to administer and retrieve the instrument from the respondents. All the questionnaires were retrieved while 334 of the questionnaire were found usable given a return rate of 83.5% which were used for the analysis. Results were analysed using Statistical Package for the Social Science (SPSS) and are presented in percentage, mean and standard deviation. The only hypothesis in this study was tested using Pearson's Product Moment Correlation (PPMC) at 0.05 level of significance.

Results and analysis

Table 1: Demographic Characteristics of the Respondents

Demographic Information		Population of Respondents	
Characteristics	**Information**	**Frequency**	**Percentage**
Current position of respondents	University Librarian	21	6.3
	Deputy University Librarian	24	7.2
	Senior Librarian	76	22.8
	Librarian I	153	45.8
	Librarian II	60	18.0
	Total	**334**	**100**
Gender	Male	146	43.7
	Female	188	56.3
	Total	**334**	**100**
Educational qualification	Masters	244	73.0
	Ph.D.	90	27.0
	Total	**334**	**100**
Number of working year in the library	0 – 5 years	138	41.3
	5 – 10 years	69	20.7
	11 – 15 years	27	8.1
	16 – 20 years	19	5.7
	21 – 25 years	33	9.9
	26 – 30 years	21	6.3
	31 and above	27	8.1
	Total	**334**	**100**

Result on Table 1 shows the demographic characteristics of the respondents in the study. The Table reveals that 21 of the respondents with the lowest percentage of 6.3% are university librarians. That is followed by the deputy university librarian with a total of 24 (7.2%). It further shows that 22.8% of the respondents are senior librarians, 45.8% of the respondents are librarian I while 18% are librarians II. This indicates that majority of the respondents are within the category of librarians I in the university libraries in South-South and South-East of Nigeria. It also shows that 56.3% of the respondents are female while 43.7% are male. This shows that there are more female in the study than their male counterpart which confirms the popular view that librarianship is a feminine profession. On the educational qualification of the respondents, it shows that 73% are Master's Degree holders while 27% have Ph.D. This indicates that the respondents have higher degrees in Library and Information Science (LIS) which imply that the respondents have requisite higher qualification to take decisions on

issues affecting the library and librarians in their various libraries. It further reveals that 41.3% of the respondents have worked in the library for a period of 5 years, 20.7% of the respondents have worked between 5 to 10 years, while 8.1% of the respondents have worked between 11 to 15 years/31 years and above respectively. It shows that the respondents having spent some years in their various libraries knows the state of their libraries' infrastructure.

Research question: What is the effect of library infrastructure on turnover intentions of academic librarians in university libraries in South-South and South-East of Nigeria?

Table 2: showing the effects of inadequate infrastructure in university libraries

Statement	Strongly agree Freq. %	Agree Freq. %	Disagree Freq. %	Strongly disagree Freq. %	Mean	SD
Inadequate infrastructure in university libraries increases librarians' turnover intentions.	116 (34.7)	152 (45.5)	27 (8.1)	39 (11.7)	3.03	0.94
I will quit my job if condition of infrastructure does not improve.	76 (22.8)	118 (35.3)	96 (28.7)	44 (13.2)	2.67	0.96
Inadequate library infrastructure can lead to librarians' low productivity.	107 (32.0)	165 (49.4)	36 (10.8)	26 (7.8)	3.05	0.85
Poor ICT infrastructure increases turnover intentions of librarians.	82 (24.6)	181 (54.2)	39 (11.7)	32 (9.6)	2.93	0.86
Inadequate library infrastructure reduces librarians' morale.	86 (25.7)	184 (55.1)	51 (15.3)	13 (3.9)	3.02	0.75
Inadequate library infrastructure can cause failure of library automation projects.	93 (27.8)	193 (57.8)	41 (12.3)	7 (2.1)	3.13	0.83
Inadequate library infrastructure can cause poor service provision and delivery by librarians.	87 (26.0)	174 (52.1)	48 (14.4)	25 (7.5)	2.96	0.83
Inadequate power supply can influence turnover intentions.	64 (19.2)	219 (65.6)	39 (11.7)	12 (3.6)	3.00	0.67
Inadequate library building can cause librarians' turnover intentions.	62 (18.6)	202 (60.5)	66 (19.6)	4 (1.2)	2.96	0.65
Availability of infrastructure are requisite towards achieving the goals of university libraries.	140 (41.9)	123 (36.8)	59 (17.7)	12 (3.6)	3.17	0.84
Infrastructural development increases chances of retaining librarians in the library.	108 (32.3)	150 (44.9)	62 (18.6)	14 (4.2)	3.05	0.82

Key: SD = Standard deviation

Result on Table 2 reveals that inadequate infrastructure in the library has the tendency of increasing the turnover intentions and job quitting of librarians in South-South and South East of Nigeria with a mean score of 3.03 and 2.67 respectively. It shows that inadequate library infrastructure has the likelihood of increasing low productivity of academic librarians (X = 3.05), reduce their morale (X = 3.02), poor performance in the discharge of professional duties (X = 3.13), and poor service delivery to the library patrons (X = 2.96). Result on Table 2 also indicates that availability of library infrastructure enhances professional development

of librarians (X = 3.17) while infrastructural development increase the chances of retaining librarians in the library (X = 3.05).

Hypothesis: There is no significant relationship between library infrastructure and turnover intentions of academic librarians in university libraries in South-South and South-East of Nigeria. This was tested using Pearson Product Moment Correlation (PPMC) analysis and the result is presented in Table 3.

Table 3: Pearson Product Moment Correlation Analysis showing the relationship between library infrastructure and turnover intentions of librarians

Variables	N	Mean	SD	R	Sig.	Remark
Infrastructure	334	3.02	0.841	0.647	.000	Significant
Turnover intentions of librarians	334	2.76	0.757			

*Sig at 0.05 level

Finding on Table 3 shows the relationship between library infrastructure and turnover intentions of librarians in university libraries in South-South and South-East of Nigeria. The result indicates that infrastructure ($R = 0.647$, $p < 0.05$) is significant with a positive coefficient which shows that inadequate infrastructure has the propensity of increasing the turnover intentions of librarians in the university libraries in South-South and South-East of Nigeria. Therefore the null hypothesis is rejected. The result on Table 3 implies that there is a significant positive correlation between library infrastructure and turnover intentions of librarians in university libraries. The result of the correlation analysis on Table 3 indicates that a higher level of inadequate library infrastructure can increase the turnover intentions of librarians while improvement in library infrastructure will reduce turnover intentions of librarians.

Discussion of findings
The findings on Table 2 shows the effects of infrastructure on turnover intentions of librarians. It is evident that inadequate infrastructure is a factor that increase the turnover intentions of librarians in university libraries in South-South and South-East of Nigeria hence all the statements on Table 2 shows high mean point above 2.50. Findings on Table 2 shows that availability of library infrastructure enhances professional development of librarians, and is needed in achieving the goals of the university libraries. This corroborates the findings of Omeluzor (2017) that adequate infrastructure and human capital development are requisite towards achieving the goals of university libraries in the 21st century. The effect of inadequate library infrastructure can lead to librarians' low productivity which confirms the finding of Haliso (2011) that inadequate computerization and inadequate infrastructure affects ICT use in academic libraries. Similarly, Adekunle, Omoba and Tella (2007) asserted that inadequate infrastructure in the university libraries in Nigeria is the major reason for failure of library automation projects. The consequence of poor ICT infrastructure in university libraries cannot be quantified. It can lead to frustration in the delivery of services, demean morale and increase turnover intentions of librarians. Findings on Table 2 further reveals that poor ICT infrastructure increase turnover intentions of librarians. This substantiates the findings of Ikenwa and Adegbilero-Iwari (2014) who found that lack of Internet service, inadequate facilities and outdated or incomplete collection of information materials increase librarians' intentions to leave. Generally, findings in Table 2 shows that low supply of electricity in libraries can increase turnover intentions. This confirms Okiy (2010) assertion that inadequate power supply in most parts of Nigeria is a major setback to globalization efforts in academic libraries in Nigeria. Despite efforts to increase power supply, findings shows that inadequate power infrastructure has reduced the Nigeria's power

generation to one of its all-time low which is a bane to library services (Ukwu, 2016) leading to turnover intentions. Power supply is necessary for an effective delivery of library services to patrons and decreasing turnover intentions of librarians (Fabunmi & Asubiojo, 2013).

On Table 3 findings shows a relationship between library infrastructure and turnover intentions of librarians in university libraries in South-South and South-East of Nigeria. The result indicates a significant positive correlation of infrastructure and turnover intentions of librarians in the university libraries. The implication of the result is that, a higher level of infrastructural deterioration in the university libraries will lead to an increase in turnover intentions of librarians which corroborates the assertion of Cebula (1999) who stated that infrastructural deterioration contributed to the movement of citizens from rural communities to urban centers in order to assess some of the infrastructure. Also, the finding confirm the view of Crim and Seijts (2006) that not giving people the knowledge and tools to be successful is unethical and de-motivating; and likely to lead to stress, frustration, and disengagement.

Conclusion

The services of the university library cannot be underestimated and its survival cannot be compromised. Library infrastructure is the basis of ICT development in libraries, enabling the delivery of quality services to the library patrons. Inadequate library infrastructure can frustrate librarians in the handling and delivery of quality library services to the patrons. Library infrastructure have the tendency of improving the skill and knowledge of librarians that invariably affects their services and the library patrons. From the findings, inadequate infrastructure in the library is a factor increasing the turnover intentions and job quitting of librarians in Nigeria. It is evident in this study that the higher the level of inadequate infrastructure in university libraries in South-South and South-East of Nigeria, the higher the turnover intentions of librarians. Based on the findings in this study, the researchers recommend as follows:

1. The university libraries in South-South and South-East of Nigeria should carry out a holistic assessment of their library infrastructure including: power generating set, Internet facilities, air conditioner, computer and accessories, tables and smoke detector among others with a view of ascertaining their state in order to strategize ways of improving the dilapidated ones and providing those that are not available to avert turnover intentions of librarians.
2. The Library Committee should carry out oversight functions on library infrastructure and communicate the university management. This will help the University management to have a first-hand information about the state of their library infrastructure.
3. The university librarians and university managements in the South-South and South-East of Nigeria should endeavour to make available budgetary allocation that will take care of providing library infrastructure to cushion the negative effects of turnover intentions of librarians in South-South and South-East of Nigeria.

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