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OCCUPATIONAL VARIABLES AS CORRELATES OF TURNOVER INTENTIONS AMONG LIBRARY PERSONNEL IN PRIVATE UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA

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Abstract

The study investigated occupational variables as correlates of the turnover intentions among library personnel in private university libraries in South-South, Nigeria. The study was guided by 2 specific objectives and 2 research questions that determined the relationship between motivation and turnover intention, job performance and turnover intentions of the library personnel. The study tested 2 null hypotheses on a 0.05 level of significance. The instrument used for data collection was researcher developed questionnaire. To ensure the reliability of the questionnaires, the instruments were trial tested using Cronbach alpha to establish the internal consistency of the items and yielded an overall reliability score of 0.87. The on-the-spot mode was adopted in the collection of data. A total of 103 copies of the 113 copies of questionnaire were retrieved which amounted to 91.15% return rate. The descriptive statistics of Pearson Product Moment Correlational Coefficient (r) (PPMCC) were used to analyse data derived from the research questions. Linear regression analysis was used to test the null hypotheses at a 0.05 level of significance. The findings of the study show that there is a medium relationship ($r = 0.41$) between job performance and turnover intentions and high relationship ($r = 64$) between motivation and turnover intentions of library personnel. The study recommends that private university managers should create tools and resources that will be used to consistently measure the individual performance of the librarians and also create platforms to facilitate the high performance of the librarians without the use of force. The private university library managers should ensure that library personnel who perform credibly, very well, and stand out in their job responsibilities are recognised, recommended, rewarded, and compensated monetarily and otherwise.

Keywords: Private university libraries, motivation, job performance, turnover intentions, library personnel, South-South, Nigeria.

Introduction

A university is an academic educational establishment that provides classroom, laboratory, and research space. Similarly, Usman (2016) noted that the three primary infrastructures that comprise a university are teacher/classrooms, labs, and libraries, all of which include a diverse and balanced collection of materials and equipment capable of supporting both teaching and learning as well as research. Specifically, the Federal Republic of Nigeria's (FRN, 2013) National Policy on Higher Education states the following:

are to: nurture and inculcate the required values for an individual's and society's existence; Individuals' intellectual ability for comprehending and appreciating their internal (local) and external environments should be developed; gain both physical and intellectual abilities essential for self-sufficiency and development into valuable members of the community/society; assist in (p.30).

University libraries have long been considered as the epicenter of learning at universities because they provide both information resources and learning spaces that enable all stakeholders in the institution environment to accomplish their mandates and, ultimately, the university's mission. The university library, long regarded as the 'heart of the institution,' provides access to materials that support learning, teaching, and research (Onye, 2016). According to Alexander (2020), a library is a collection of knowledge, materials, resources, and services collected and preserved for the purpose of utilization by a public body, institution, or private individual. The library is a well-established and well-organized component of a university with a clearly defined goal to provide important and current information resources. (Omeluzor, Dolapo, Agbawe, Onasote & Abayomi, 2014). It is the cause for the library's existence.

For the purposes of this research, a library is a resource center where various types of knowledge are organized and preserved for present and future use. A university library may be defined as an academic library that houses, organizes, and interprets a collection of books

and non-book resources to fulfill the diverse requirements of the university's students and employees for information, knowledge, recreation, research, and cultural delight (Adeyemi, 2017). University libraries are a subdivision of academic libraries that offer a distinct range of library services. University libraries provide two complimentary functions: they assist the school's curriculum and they promote faculty and student research (Hakikur, 2016). It is a physical or virtual space allocated for the storage of academic research materials and resources supporting the university curriculum. Also, Darling-Hammond, Flook, Cook-Harvey, Baron and Osher (2019) noted that they are primarily committed to providing library resources and services that would facilitate the achievement of the goals of their parent institutions. In other words, academic libraries collect, organize, store, and disseminate books and other resources deemed important for the learning, teaching, and research activities of their staff and students. The recognition of the place of the library in university education has led to the development of objectives of the library at strengthening universities to contribute meaningfully to national development.

According to the Federal Republic of Nigeria National Policy on Education (2004:52):

Listed below are the library's objectives: Enhancing the quality of education and research at all stages of schooling in Nigeria by providing the latest ebooks, periodicals, as well as other library facilities; increasing access to global library and information resources for academic libraries serving the Nigerian education community; and promoting scholarship, research, and lifelong learning. (p.52).

Arguably, university libraries are primary agents of education and training and they have vital roles to perform in the development and growth of the university. Accreditation of courses of study is emphatically impossible without the university library. Nevertheless, the university library cannot effectively carry out its duties in any university without the support of its personnel. It was in the light of this, Uzuegbu and Arua (2012) stated that the ability of the university library, especially in private universities, to perform its duties as a key stakeholder in the education sector depends heavily on the competence of library workers.. The

recruitment and retaining of quality personnel in university libraries have been linked to the effectiveness of library operations (Aboyade & Aboyade, 2017). The funding model that distinguishes public and private university libraries is their funding model. While state or federal governments pay the majority of public university libraries, private university libraries are generally supported by endowment money and student tuition fees. In private university libraries, the turnover rate may be higher than public university libraries because of wage disparities, low salaries. Besides, due to the high cost of tuition fees, greater demands and expectations are required in the delivery of services to clients, Library clientele inclusive. This may lead to greater work pressure and workloads which may stimulate turnover intentions of library personnel (Idiegbeyanose, 2018). The university library cannot effectively carry out its duties in any university without the support of its personnel.

Literature Review

Personnel in private university libraries

Personnel is the most important asset in any organisation since they contribute essentially towards the fulfillment of hierarchical objectives. Personnel in university libraries are the major key to sustainable library services in any organisation (Ekanem & Afebende, 2018). According to Beach (2015) stated that personnel are staff functions in a business organization that are designed to recruit and retain a productive, dedicated, and innovative employees. Additionally, individuals or groups brought together to fulfill the organization's specific objectives are usually referred to as human capital. In the same vein, Sekhara-rao and Himabindu (2012) defined Library personnel is defined as the complete group of paid workers responsible for the operation and management of a library or library system, which includes the director, librarians, paraprofessionals, technical assistants, secretarial staff, and pages or student assistants. In this study, library personnel constitute all that work in the library; they are librarians, para-professionals (library officers and library assistant), and supporting staff.

Additionally, library services' administrative and professional operations, including the selection, assessment, procurement, and organization of books. Library staff, like other members of the organization, will want self-fulfillment. Library staff members endeavor to ensure the library's success in offering appropriate information services to the whole university community. According to Ogiamien and Izuagbe (2016), Library personnel members that work in a variety of areas of the library, such as circulation, reference, cataloging, collection development, and serials, have a variety of aims and ambitions, and it is vital for administrators to fully meet their requirements in order to achieve the library's growth and development. Onuoha, Ogunjinmi, and Owodunni (2016) in their study which examined role clarity, self-concept, and job satisfaction of library personnel in selected university libraries revealed that the importance of library personnel to institutional success cannot be devoid libraries must maintain the satisfied workforce. This will enable them to achieve the goal and objective of the parent institution. However, their satisfaction is very crucial in determining the level of their productivity and enabling them to creat outstanding work which may potentially improve an organisational total production and decline turnover. Given the explanation, library staff like other employees in the organisations may wish to have a passion for good occupational variables for self-fulfillment.

One of the several difficulties faced by an employee in a respected business such as a private university is the intention to leave. and the absence of it prepares the employee for higher responsibility. Employee satisfaction contributes to achieving a degree of freedom that promotes stability, happiness, and, most significantly, a sense of professional fulfillment. In line with this explanation, Olatunji, and Adeboye (2017) believe that one of the primary causes for high turnover and low dedication to work among library personnel in private university libraries may be a denial of social support. They pointed out that private university library personnel may lack control over their work schedules, lack opportunities for personal growth,

and a broader range of initiative exercise.. Unfortunately, their remuneration is low, an uncondusive work environment, not well-motivated, and irregular promotion. However, understanding the fact that private universities in Nigeria do not benefit from federal government assistance and also operate within limited funds (Samule, Onuoha, and Ojo, 2014). It is on this note that library personnel should have a feeling of belonging and trust in the organization's aims and ideals, and showcase the low level of turnover intention with a high level of commitment and greater achievement.

Evidently, the efficacy of private university libraries is highly dependent on the dynamic and competent library personnel to render effective service delivery to the library users. Library personnel in private university libraries are critical to ensuring the long-term viability of library facilities in every organisation. Personnel contributes to the organization's performance as both individuals and members of working groups. In a private university library, personnel are the most valuable resource. They are librarians, para-professionals, and supporting staff that provides different services in the various units in the library. These personnel play a significant role in the success or failure of numerous academic libraries. As a result, it is correct to state that the success or failure of an organisation, such as a library, is determined not by materials, machinery, or facilities, but by the personnel's willingness and ability to put forward their best efforts to do their job efficiently (Babayi & Ijantiku, 2016). However, the degree to which these can be achieved is dependent on several factors, including job satisfaction, favourable working environment, personnel motivation, organisational culture, right leadership style among others. In addition, the absence of these factors may cause a high turnover and lower organisational productivity.

The reality is that it has become a huge challenge for library managers in many private sectors to sustain their staff for extended period of time and reduce employee turnover. This growing level of staff turnover results in private university libraries increases the cost of

recruitment and decreases the productivity of the organization (Anwar & Shukur, 2015). Like every other organisation, employee turnover has become a serious worry for many library managers, particularly in developing nations such as Nigeria, where there is a rise in labor mobility for one cause or another. There is a possibility that turnover may destabilize private libraries and make them less effective in accomplishing their goals. Although, it is commonplace to see librarians move from one library to another within a short period, thereby leaving most of the libraries with the need to recruit and train new librarians from time to time. Perhaps, it can reasonably be argued that losing a highly-skilled librarian may have disruptive implications for the private university library such as service delivery, re-hiring, and re-training new library personnel.

Notably, there is a need for effective and dynamic personnel who can translate the library goal into practice, and they are the feature activators and service providers in academic libraries. Babayi and Ijantiku (2016) posited that one of the most critical tasks that library management must complete at all levels of the library, both higher and lower cadre, is the recruitment of suitable personnel. Staff who are dependable, trustworthy, attentive, intelligent, professional, dedicated, and attractive should work better more efficiently than those who are incompetent, dishonest, unskilled, and lazy. Personnel at private university libraries contribute significantly to the achievement of library goals and priorities, which cannot be emphasized.

Sadly, Samuel, Onuoha, and Ojo (2014) highlighted that administrators who fail to provide adequate social support to library personnel risk significant staff turnover, reduced performance, and unavailability. Again, Samuel, Onuoha, and Ojo (2014) argued that an organization's performance and pursuit of quality are contingent on the extent to which increased commitment results in improved employee sense of belonging, safety, usefulness, career advancement, increased remuneration, and enhanced intrinsic pleasure. When employees are certain that their recruiting package is competitive and that they will have

opportunities to develop and learn with their current employers, their level of commitment to stay may be high as well.

Job performance in private university

The concept of job performance is made up of two separate words - 'job' and 'performance'. These jobs include library instruction, reference services, cataloguing and classification, reprographic services, document delivery services, loan services, exhibition and display, and a host of other jobs. Job in this context refers to the specific task including routine activities performed in the library by library personnel. On the other side, performance may be described as the execution of a particular task in comparison to currently accepted criteria of accuracy, completeness, cost, and speed. In a contract, performance is defined as the accomplishment of an obligation in a manner that absolves the performer of all contractual obligations (Sokro, 2012).

Thus, work performance refers to the behavior or activities that contribute to the organization's goals; it is the act of performing one's job utilizing knowledge as opposed to just knowing it. It may be altered by purposeful intervention, since it is frequently believed that optimal performance inside the library is directly connected to the quality, quantity, collaboration, reliability, and originality of the library staff. According to Islami, Mulolli and Mustafa (2018), performance is defined as the achievement of quantifiable goals. Performance is not just about what individuals accomplish, but also about how they accomplish it. It is the accomplishment of specified tasks in accordance with predefined or established criteria for correctness, completeness, cost, and speed. High performance is a necessary step toward achieving corporate goals and objectives. According to Sokro (2012), individual performance is critical for both the company as a whole and the individuals that work there. Organizations require high-performing workers to accomplish their objectives, offer the goods and services for which they are known, and ultimately gain a competitive edge. According to Platt and

Sobotka (2010), employee performance is the consequence of a combination of effort, ability, and job perception.

Job performance must be consistent with knowledge acquisition, skill growth, and, of course, positive personal values, for which the employee receives a yearly pay rise and promotion (Madukoma, Akpa & Okafor, 2014). Again, academic librarians' work performance is critical not just for librarian development but also for the development and expansion of libraries.

According to Samuel (2018), job performance is the collection of an employee's behaviors that can be watched, quantified, and evaluated on an individual basis. Additionally, these behaviors should be consistent with the organization's objectives. As a consequence, Saetang, Sulumnad, Thamppitak, and Sungkaew (2010) felt that job performance is a kind of human behavior, which is a significant element in determining an individual's work effectiveness. Additionally, job performance may be defined as the overall expected value to the organization of each discrete behavioral episode that an employee experiences over a standard length of time. It is the work-related tasks that an employee is required to perform and the quality with which those activities are performed. Conway (2015) defined job performance as doing a job effectively and efficiently with a minimum degree of employee-created description.

Job performance, therefore, is the way library personnel or person performs a job well. It is the job tasks that a worker is required to perform and the quality with which all the tasks are performed many library managers, personnel, and administrators evaluate each employee member's work performance on a yearly or quarterly basis to assist them in identifying potential areas for development. For instance, in several academic libraries, the library management assesses the job performance of each library staff annually and awards are given to distinguished staff/librarians. It should be linked to organizational purpose and

strategy. Peng (2014) views job performance as simply the product of the amount and the quality of job performed. On the other hand, job performance refers to what an employee performs, to the extent to which he or she carries out the task in accordance with the established objectives. For job performance to achieve its goal it should be linked to organizational purpose and techniques. In addition, for the library to meet its objectives, speedy service delivery is required by the librarian and this is made possible with the adoption of job performance. The job performance of librarians has a great influence on the quality of service they perform. Quality job performance enhances the job task output of librarians which improves productivity. Also encourages librarians to be more dedicated and more productive in discharging their duties. Consequently, it is set to yield good results in an organization by encouraging an employee in bringing out the talent and potentials in them, for effective service delivery.

Effective job performance can increase employee and team commitment to an organization and its goal, also allow an employee to have good knowledge about the organization, help improve communication skills and change the organizational culture for good. Organizations can generate competitive advantage through improving possibilities to contribute to value creation, resulting in increased productivity, reduce turnover intention, and better organizational performance (Njoku 2017). It is acknowledged that there is the positive mechanism through which staff development influences job performance. Library management should establish a number of criteria that would increase the job performance of librarians for example financially and non-financially reward for the committed employee.

Measuring the job performance of librarians and library staff involves considering timelessness, quality, and quantity. The success of librarians on the job is arguably influenced by their behaviors and the factors in the work environment that promote or inhibit productivity. Bello and Mansor (2012) defined job performance factors as the ability to communicate

effectively, to accurately interpret policies and procedures, to founder modern tactics for rendering and carrying out library services such as cataloguing, to write clear and precise reports and strongly suggest policy to library management. Knowledge of computerized library systems; ability to create effective plans, manage, and oversee library operations that reflect the library's long - term goals; ability to administer all types of library resources; database maintenance; ability to create and maintain effective (conducive work relationship with colleagues and other librarians). In general, increasing one's productivity will take additional effort, which may include working longer hours, gaining new skills, establishing new lines of communication, offering better feedback, and working quicker.

Also, Sonnentag, Volmer, and Spychala (2010) provide another dimension of job performance as thus: Along with their normal jobs, library personnel should be able to cope with emergencies or crises, work-related stress, and solve issues imaginatively; deal with uncertain and unexpected work conditions, acquire new job responsibilities, technology, and procedures; and exhibit interpersonal flexibility. Job performance and turnover intentions are inversely connected and exhibit a substantial negative relationship. High job performance motivates employees and leads to reward, which reduces turnover intention, but low job performance shows that the person is not efficient enough to obtain advantages, which results in the employee leaving the organization.

Performance and turnover had a greater (more U-shaped) connection in societies with a high performance emphasis. (Sturman, Shao & Katz, 2012). Consequently, while employers pursue the growth and development of their organisations through job performance, the motivation of employees should remain paramount. Employees have varying requirements and expectations, which if neglected can increase the turnover intention of library personnel.

Private university libraries motivation

Motivation is very important in any library or archive enormous importance concerning enhancing performance in any library. In this present information explosion and competition in the globe, most libraries are faced with an enormous challenge of maintaining their relevance and for them compete and succeed, their performance and satisfaction of the library personnel are very important. Indeed, library personnel must be motivated in order to be effective. The more motivated library staff are, the more valuable their contribution to the attainment of library goals would be., and the lower turnover intentions is found among library staff (Akor, 2014). This is because the Library personnel are very significant to the library development and should be motivated to ensure their job efficiency and performance. Effective library management fosters a cooperative spirit, a sense of commitment to, and contentment with, the library's area of influence. To keep library employees pleased and dedicated to their employment for the duration of their tenure in academic/university libraries, strong and effective motivation is required at all levels, departments, and divisions of the library (Akor, 2014).

Notably, motivation can be described as the state or act of stimulating inciting, rousing, encouraging, and channeling people (library staff in this case) to carry out their jobs and duties towards the accomplishment of organisations' goals. Many scholarly definitions of motivation have also been given over the past few decades. For instance, Steers, Mowday and Shapiro (2004) Motivation has been described as the current effect on the direction, intensity, and consistency of activity. It is how attitude is initiated, enhanced, maintained, guided, and terminated, as well as the subjective reactions that occur within the organization while all of this is occurring. Motivation may be described as the factor that induces a person to perform in a particular manner or to acquire a proclivity for particular behavior. According to Madukona, Akpa and Okafor (2014), motivation is the guiding factor that helps people to remain focused

on the path to success regardless of the obstacles they face in pursuing personal and professional goals.

The author's' definition is quite interesting especially when one considers the several challenge and problems academic library personnel encounter. Additionally, individuals crave motivation in order to work well and remain in a given job. As a result, Oseyomo and Ojeaga (2011) asserted that motivation is a human psychological feature that adds to an individual's level of effort when it comes to trust. It is viewed as something positive, and one cannot feel happy about himself or herself if one is not encouraged. It can be seen as the combination of forces that direct and sustain behaviour towards the goal (Akpa, 2010). Complementing these views, Osabiya (2015) emphasized that motivation is mostly irrelevant to understanding why individuals behave in specific ways. It is the study of why individuals select one course of action over another and why they stick with it for an extended length of time and in the face of obstacles and issues. According to Akor (2014), motivation lies at the heart of how inventive and profitable activities occur inside a vibrant system. Staff motivation is essential in the library and in any job if they are to perform better.

Invariably motivation is so vital to the successful running of the library organization. It is lack of it that causes certain psychological factor that includes surrounding smugness that drives away that competitive spirit usually found in business and industry. A large amount of money is being wasted daily through ineffective management in cataloguing and other divisions of large and some academic libraries and with high turnover rates. The poor Job starts with continuous accumulation of unprocessed book, delays in getting processed books across the public, low staff morals, reluctant and disinterested workers unprocessed Journals, circulation staff turning their badly on students and staff users directly and unclean library environment, when the situation of things gets as bad as this, libraries should cast another look

on its management approach to re-appraise the inadequacies of its motivational facilities (Razzak, 2011). Obviously, it will be discovered that a vital motivational link has been missed.

Motivation is a process of encouraging people to do their job and also achieving the desired result, again one major way to encourage people is through effective motivation because it makes them more committed to their jobs. Motivation is one of the variables that reduce turnover intention in private universities in Nigerian. Tella, Ayeni and Popoola (2007) It should be emphasized that motivation is a significant instrument that management may employ in their organizations. It's a tool for appealing to staff needs. Effective motivation reflects an employee's loyalty to the organization. Library management should motivate to stimulate their staff and also enhance their productivity. A good motivation is associated with high productivity and the absence of turnover. It is reported by scholars (Tella, Ayeni & Popoola, 2007; Babalola and Nwalo, 2013; Madu and Anyalebechi, 2016) that motivation influences high productivity, commitment, level of satisfaction and stimulate library personnel attitude towards their job performance. Studies have shown that motivation is critical in determining an employee's success and also helps them to maintain their skills and remain effective in their job.

Going by the above, motivation adds value to librarianship and it engages library personnel to be more active on their job. This is because motivation leads to the generation of sound library personnel, encourages innovation, enhances the quality of service delivery and increases the reputation of the university library, and decreases turnover intentions. In addition, Sokro (2012) noted that job performance is influenced by motivation. Dina and Olowoseke (2018) rightly stated that motivation is one of the roles influencing the behaviour of librarians that can improve their job performance. However, it is a basic fact that lack of motivation is a cause of innumerable negative job-related behaviours such as high turnover rate, low amounts of overtime, and high absenteeism. Even competent employees may experience dissatisfaction

and stagnation as a result of a lack of motivation. For librarians to perform their job effectively, library management should put in place motivation geared towards optimising the productivity of librarians. Motivated librarians will give their best and will contribute to the growth and development of the library. It's only the unhappy and unsatisfied employees who will think of how to sabotage and vandalise the organization, also bearing in mind that lack of motivation can increase the gap in turnover intention rate and manpower deficiency (Idiegbeyan-Ose, 2018). Motivation plays an important role in improving the effectiveness and efficiency of work at libraries.

Understandably, salaries, grants, stipends, and recognition are specialist of fulfillment and inspiration which help in maintaining and changing the whole labour force in the library (Alajmi & Alasousi, 2019). Similarly, the easiest way for guaranteeing and keep up high job performance in scholarly libraries is the satisfactory to utilization of an award framework. For the sustainability of well-performed library personnel, effective motivation is required. It helps the library to see users' need clearly and make a better decision about how to provide services for the target users. When librarians are highly motivated they will derive satisfaction from their work environment.

In the workplace, motivation can stem from an individual's personality. For example, excitement, personality, life improvement, and a positive work attitude may be a result of a favorable task assignment, a match between task and abilities, positive coworkers, and a favorable attitude toward an organization. (Idiegbeyan-ose, Aregbesola & Eyiolorunshe, 2019). There are however other motivational strategies that can be employed to reduce turnover intentions among library personnel in university libraries especially private Universities.

However, Tella, Ayeni and Popoola (2007) described remuneration as income, benefits, and working conditions. Money according to Panigrahi and Jana (2010) is the critical incentive to motivate people, as it helps to avoid anxiety, whatever be the level, equal pay for equal work,

and the gradation of salaries in terms of demonstrating degrees of work. difficulty responsibility is essential to a sound personal system. if salaries are relatively low and prospective persons will not be eager to join the job or will try to leave the job, which is a symptom of poor motivate. Given this, Tella, Ayeni and Popoola (2007) according to the article, personnel managers must assess four critical components of payment structures in order to correctly use payment as an incentive. These include the task rate, which reflects the organisation's value placed on every job, payment, which motivates employees or organisations by satisfying them for their achievement, individual or unique reimbursements, which are affiliated with attributes such like lack of supply of specific skills or categories of information professionals or librarians, or with long service, and fringe benefits such as paid vacations, pension plans, and so on. Additionally, it is critical to guarantee that the pay structure in their organization is determined in accordance with the pay structure in other libraries or information establishments.

Methodology

This study adopted a correlational survey design. The correlational design establishes the type of relationships that exist between or among two or more variables. The purpose of correlational research is to identify variables that have consistent relationships with one another. The study was conducted in the South-South, geo-political zone Nigeria. Geographically, South-South refers to areas located in the Delta region of the Nigerian geographical arrangement. It will be limited to all the six states which make up South-South, geo-political zone Nigeria, namely, Akwa-Ibom State, Bayelsa State, Cross-Rivers State, Delta State, Edo State, and Rivers State. The choice of using South-South, Nigeria emanated from the fact that the region is relatively one of the geopolitical zones in Nigeria with over fourteen (14) private Universities. Moreover, based on observation most studies on private Universities in Nigeria focus on South-West, Nigeria. The population of the study comprised all one hundred and thirteen (113) library personnel working in the libraries at the fourteen (14) private universities in South-South, Nigeria (Source: NUC, and Administrative offices of the libraries). This population comprised thirty-nine (39) librarians, forty-six (46) paraprofessionals, and twenty-eight (28) supporting staff. All private university libraries were utilized and no

sampling was done. The main research instrument for this study was the questionnaire. The descriptive statistics of Pearson Product Moment Correlational Coefficient (PPMCC) (r) was used to analyse data for all the research questions. The result is calculated and interpreted from -1 to +1 using the 5-way guide by Nwana in Nworgu (2015) as follows:

0.00 - .20 = very low relationship;

Above 0.20 - .40 = low relationship

Above 0.40 - .60 = medium relationship

Above 0.60 - .80 = high relationship

0.80 and above = very high relationship

All analysis was done using Statistical Package for the Social Sciences (SPSS) version Standard linear regression analysis was used to test all the null hypotheses on 0.05 level of significance. Where the calculated value is less than the probability level (0.05), the null hypothesis was rejected and the alternative hypothesis accepted. Conversely, where the calculated value is greater than the probability level (0.05) the null hypothesis was2

Objectives of the Study

Specifically, the specific objectives were to determine, the relationship between:

1. Job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria.
2. Motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Research Questions

The following research questions were formulated to be answered by the study:

1. What is the relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria?
2. What is the relationship between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

Hypotheses

The following null hypotheses were formulated for the study and tested at a 0.05 level of significance:

1. There is no significant relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria.
2. There is no significant relationship between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Results of findings

Research Question 1: What is the relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

Table 1

Pearson's Correlation Co-efficient Analysis of the Relationship between Job Performance and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	R	R ²
Job Performance	49.50	6.668	103	0.41	0.17
Turnover Intentions	27.20	7.669	103		

Table 1 shows the result of the relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.41. This is an indication that there is a medium relationship between job performance and turnover intentions of library personnel. This implies that the job performance of the library personnel can increase or decrease their turnover intentions. The result in the table also shows that the coefficient of determination (R^2)

associated with the correlation coefficient (r) of 0.41 is 0.17. This indicates 17% of job performance is associated with the turnover intentions of library personnel in the libraries.

HO₁: There is no significant relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 2

Standard Regression Analysis of the Relationship between Job Performance and Turnover

Intentions of Library Personnel

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	1034.731	1	1034.731	21.053	0.00	Rejected
Residual	4963.987	101	49.148			
Total	5998.718	102				

Table 2 shows that the obtained F-ratio 21.053 is significant at the 0.00 level. Therefore, the null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. It, therefore, can be inferred that job performance has a significant relationship with the job performance of library personnel in private university libraries in South-South, Nigeria.

Research Question 2: What is the relationship between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

Table 3

Pearson's Correlation Co-efficient Analysis of the Relationship between Motivation and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	R	R²
Motivation	38.16	8.909	103	-0.64	0.42
Turnover Intentions	27.20	7.669	103		

Table 3 presents the result of the relationship between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It shows that the correlation coefficient (r) is -0.64. This is an indication that there is a negative high relationship between motivation and turnover intentions of library personnel. In essence, when motivation is high in the libraries, it is likely that turnover intentions will reduce; while low motivation is likely to instigate increased turnover intentions among the library personnel. The result in the table also shows that the coefficient of determination (R²) associated with the correlation coefficient (r) of 0.64 is 0.42. This implies that 42% of motivational approaches are predictors of turnover intentions of library personnel in the libraries.

HO₂: There is no significant relationship between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 4

Standard Regression Analysis of the Relationship between Motivation and Turnover Intentions of Library Personnel

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	2526.727	1	2526.727	73.502	0.00	Rejected
Residual	3471.991	101	34.376			
Total	5998.718	102				

Table 4 reveals that the obtained F-ratio 73.502 is significant at the 0.00 level. Therefore, the null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. It therefore can be inferred that the motivational approach is significantly related to the turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Discussion of Findings

Findings in table 1 shows that there is a medium relationship between job performance and turnover intentions of the library personnel. Saeed, Waseem, Sikander, and Rizwan (2014) found that there is a 23 % variation in turnover intentions and job performance and the other variables studied. These findings suggest that to a low extent, the job performance of the library personnel can constitute their reasons for deciding to quit their place of work for another place. This could also imply that in some cases the low competency level, lack of healthy competition, poor attitudes, and poor quality job inputs of other library staff could discourage or instigate dedicated library personnel to consider leaving the library for another library.

The study also found that job performance has a significant relationship with the job performance of library personnel. Shahzad, Bashir, and Ramay (2008) found that there is a positive relationship between reward practices with the performance of university teachers in Pakistan. This finding indicates that if the job performance of a library personnel's colleagues is burdensome, increases workload, results in poor library quality, brings the bad image to the entire library staff, or attracts general reprimanding actions from the management, such library personnel might decide and make efforts to leave the library for another library.

Findings on table 3 shows that Findings on table 3 shows that there is a negative high relationship between motivation and turnover intentions of library personnel. This finding suggests when motivation is high in the libraries, it is likely that turnover intentions will reduce; while, low motivation is likely to instigate increased turnover intentions among the library personnel. In support of this finding, Hussain, Saeed, Ibrahim, and Iqbal (2018) found that motivation has a significant impact on employee performance and turnover intentions; Khan, Khan and Ahmed (2016) found that intrinsic motivation and overall motivation both have an influence on turnover intentions, and that there is a substantial empirical connection between motivation and turnover intention, as well as between intrinsic motivation and turnover intention; Galletta, Portoghese and Battistelli (2011) found job autonomy and intrinsic motivation which in turn is negatively related to turnover intention. The finding and that of other authors suggest, in a library where motivation is high and held in high esteem, the personnel of the library would love and appreciate the library while working in it. While the turnover intentions could be high when motivational packages are low or not considered at the managerial level.

The study also found that motivation is significantly related to the turnover intentions of the library personnel. In line with this finding, Banerjee (2018) found that there is a significant relationship between employees' motivation and turnover intentions; and

Gebreyohannes (2019) suggest that as a result of the loss of highly specialized personnel and the costs involved with recruiting and training new employees, the organisation must keep existing staff motivated, offer sufficient training, a positive employer-employee relationship, and an equitable compensation scale mechanism. This finding is an indication that the act of motivating the library personnel by providing incentive packages such as bonuses, rewarding of outstanding performance, risk and hazard remuneration, and welfare supports could encourage and motivate them to remain working in the library till their retirement period. However, if the reverse is the case, they will desire to leave for other libraries where the motivation of staff is recognised and implemented there is a negative high relationship between motivation and turnover intentions of library personnel. This finding suggests when motivation is high in the libraries, it is likely that turnover intentions will reduce; while, low motivation is likely to instigate increased turnover intentions among the library personnel. In support of this finding, Hussain, Saeed, Ibrahim, and Iqbal (2018) found that motivation has a significant impact on employee performance and turnover intentions; Khan, Khan and Ahmed (2016) found that intrinsic motivation and overall motivation both have an influence on turnover intentions, and that there is a substantial empirical connection between motivation and turnover intention, as well as between intrinsic motivation and turnover intention; Galletta, Portoghese and Battistelli (2011) found job autonomy and intrinsic motivation which in turn is negatively related to turnover intention. The finding and that of other authors suggest, in a library where motivation is high and held in high esteem, the personnel of the library would love and appreciate the library while working in it. While the turnover intentions could be high when motivational packages are low or not considered at the managerial level.

Conclusion

The study covered occupational variables as correlates of turnover intentions among library personnel in private university libraries South-South, Nigeria. The study was necessitated by the increase in the number of workers moving from private institutions to

government institutions. The aim of this research was to ascertain variables that influence or predict turnover intentions of library personnel. The variables under study are, motivation and job performance. It is imperative to understand and unravel the variables that influence or predict turnover intentions is an issue that needs to be addressed for the retention of quality staff in private university libraries in South-South, Nigeria.

The findings of this study indicate that there is a medium relationship between job performance and turnover intentions of the library personnel. The result also reveals that when the library personnel carries out their housekeeping duties effectively; the users will be satisfied and appreciate the services of the library. The result of the study showed that there is a negative high relationship between motivation and turnover intentions of library personnel. This implies that when motivation is high in the libraries, it is likely that turnover intentions will reduce; while, low motivation is likely to instigate increased turnover intentions among the library personnel.

It can be safely concluded that on the strength of the empirical evidence provided by this study that occupational variables such as job performance and motivation are the landmark for sustainability and retention for quality library personnel in university libraries in South-South, Nigeria. Hence, this study has contributed positively to the body of knowledge on occupational variables as correlates of turnover intentions among library personnel in private university libraries in South-South, Nigeria.

Recommendations

1. The private university managers should create tools and resources that will be used to consistently measure the individual performance of the librarians and also create platforms to facilitate the high performance of the librarians without the use of force.

2. The private university library managers should ensure that library personnel who perform credibly, very well, and stand out in their job responsibilities are recognised, recommended, rewarded, and compensated monetarily and otherwise.

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