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Influence of Work-Life Balance on Turnover Intentions of Librarians in Universities in South-West, Nigeria: Implication and Strategies for Improvement.

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Influence of Work-Life Balance on Turnover Intentions of Librarians in Universities in South-West, Nigeria: Implication and Strategies for Improvement.

Abstract

Work-Life balance and turnover intentions are critical issues for employers and human resource managers. This is because of how crucial work and family are to employees and how significantly employees stand out as valuable assets for organization's competitive advantage. This study examined the influence of work-life balance on turnover intentions of librarians in universities and recommended strategies for improving librarians' work-life balance and reducing librarians' turnover intentions in academic libraries. The survey research design was adopted in this study. The study's population consisted of four hundred and twelve (412) academic librarians in universities in South-west, Nigeria. Taro Yamane's sample size determination formula and multi-staged sampling technique were used to determine and select a sample size of two hundred and three (203) librarians for the study. For data collection, a validated structured questionnaire was distributed with a 98.5% response rate. The findings of the study revealed that the level of turnover intentions among librarians in universities in South-west Nigeria is high ($\bar{x}= 3.43$, $SD= 1.10$) on a 5-point scale. Librarians experience work-life balance to some extent ($\bar{x}= 3.39$, $SD 1.13$) and work-life balance has a significant influence on turnover intentions of librarians in universities in South-west, Nigeria ($F_{(2, 197)} = 187.005$, $Adj. R^2 = 0.447$, $P \leq 0.05$). The study concluded that work-life balance is a contributory factor to librarians' intention to leave their jobs in universities in South-west, Nigeria. The study recommended that library administrators and university management adopt policies to improve the work-life balance and job satisfaction of librarians to mitigate turnover intentions.

Keywords: Library, Librarians, Nigeria, Turnover intentions, Universities, Work-life balance.

Introduction

Turnover intention is a global phenomenon of interest to researchers and organisations in various economic sectors, including health, military, oil and gas, information technology and education. This is however due to the significance of employees to organisations competitive advantage and overall success. Studies have shown that high employee turnover intention has negative consequences on overall performance and productivity of organisations including libraries (Masenya, Ngoepe & Jiyane, 2020). Turnover intentions among librarians have various repercussions, including lower morale and productivity, actual turnover, which results in a shortage of experienced and competent librarians, disruption of activities, knowledge loss, and increased cost of recruiting and training exercise.

Recent studies have reported a high rate of turnover intentions among librarians and information professionals in developed countries (Heady, Fyn, Kaufman, Hosier & Weber, 2020; Masenya, Ngoepe & Jiyane, 2020) and developing countries, especially Nigeria (Chidiadi, 2020; Aiyebilehin, Odiachi & Omoregie, 2020; Omeluzor, 2018; Idiegbeyan-Ose, Opeke, Nwokeoma & Osinulu, 2018; Olusegun, 2013; Nyamubarwa, 2013). In fact, the study of Hamzat, Abata-Ebire, Ogunjinmi and Babarinde (2020) confirms the high rate of turnover intentions among librarians, revealing that 66% of library and information professionals have the intention of quitting their jobs.

Scholars have a consensus that employees who intend to quit an organization rarely put in their best; they naturally give little of their energy at work and mostly exhibit counterproductive behaviour (Xiong & Wen, 2020). In the same vein, librarians with turnover intentions engage in unproductive behaviors such as persistent lateness, absenteeism, knowledge hoarding, low morale and low work efficiency (Masenya, 2019), all of which are detrimental to the library's success. Work-life balance, reward system, organisational justice, leadership, library infrastructure, demographic variables, organisational culture, job satisfaction are job variables that have been identified as contributory factors to librarian's high turnover intention (Chidiadi, 2020; Aiyebilehin, Odiachi & Omoregie, 2020; Omeluzor, 2018; Idiegbeyan-Ose, Opeke, Nwokeoma, & Osinulu, 2018; Olusegun, 2012).

The concept of work-life balance (WLB) which is described as an employee's ability to work while still fulfilling their obligations towards their family and others outside of work (Lestari & Margaretha, 2021), has been an area of continuous interest to organizations, researchers, and employees over the last three decades. This is due to technological advancements and frequent

changes in the economic, and cultural value systems which have led to increased workload, extended working hours, acquisition of multiple skills, and several challenges militating against a healthy balance between work and the home front. As a result, today's work environment is characterized by inevitable conflict between employees' work and personal lives (Durodola & Mamudu, 2020).

Various studies have examined the relevance of work-life balance in retaining employees and its influence on health and quality of life (Gagnano, Simbula & Miglioretti, 2020; Greenhaus, Collins & Shaw, 2003), turnover intentions (Kaushalya & Perera, 2018; Tan, 2018) and employee turnover (Nassiuma, 2018; Aman, Shah & Kakakhel, 2020). However, despite the interest in employee work-life balance, employees' turnover intentions, especially among librarians, are still high. The increased rate of turnover intentions of librarians and the consequences for university libraries and higher institution of learning makes this study significant. This paper therefore seeks to examine the influence of work-life balance on librarian's turnover intentions in university libraries in South-west, Nigeria and it is sectioned as follows; the conceptual and empirical review of work-life balance and turnover intentions, methodology, data analysis, discussion of findings and possible recommendations to address and minimize turnover intentions among librarians in Nigerian university libraries.

Objectives of the Study

This study's specific objectives are to:

1. determine the level of the turnover intention among librarians in university libraries in South-West, Nigeria
2. ascertain the extent to which work-life balance is experienced by librarians in university libraries in South-West, Nigeria

Research Questions

1. What is the level of the turnover intentions of librarians in university libraries in Nigeria?
2. To what extent do librarians experience work-life balance in university libraries in Nigeria?

Hypothesis

H₀₁: work-life balance has no significant influence on turnover intentions of librarians in universities in South-West, Nigeria.

Literature Review

Concept of Work-life Balance

Over the last three decades, there has been a massive interest in work-life balance literature. Work-family enrichment, work-family affair, Work-family conflict, work-family balance are concepts that explain the collaboration between work and family, which remain the most critical domain to an employee. In early literature, the work-life interface was originally represented as Work-family conflict (WFC), which describes the clash that arises when an employee's work interferes with family roles or vice versa. For many years, studies on the work-family interface were viewed from a conflict perspective (Suifan, Abdallah & Diab, 2016) which assumes work and family roles to be mutually exclusive. In other words, the involvement demand of one role interferes with the other role. This perspective emanates from the role theory and scarcity hypothesis (Sieber, 1974), which asserts that participating in multiple roles inevitably causes conflict as time and energy are fixed.

Early studies on work-life balance also centred on women increased participation in paid employment, which implied combining professional duties with the domestic role of a wife and mother. However, in recent times, the dual work and family responsibilities has slowly caught up with the men, who also struggle between their work and family/social life. Today, a parallel paradigm shift has taken place in the work-life field with emphasis on the possible co-existence and integration of work and family life (Suifan, Abdallah & Diab, 2016), rather than viewing work and family as conflicting roles. As a result, the concept of work family conflict has long been outshined with the concept of work-life balance.

Work-life balance has been described in a variety of ways by various scholars. According to Greenhaus, Collins, and Shaw (2003) Work-life balance is an individual's equal level of engagement with work and family roles. Contrarily, Akinyele, Peters, and Akinyele (2016) opined that work-life balance is not necessarily the dedication of an equal amount of time to work and other roles; rather, work-life balance is considered a fulfillment level over integrating the two critical roles of an employee. In other words, work-life balance is the ability to minimize conflict between work and other responsibilities while not necessarily spending equal time in each (Wong, Bandar & Saili, 2017). A subjective evaluation of the harmony between

an individual's work and non-work activities is regarded as work-life balance (Brough, Timms, O'Driscoll, Kalliath, Siu, Sit & Lo, 2014). This implies that work-life balance maybe best described from an individual's perspective of what balance is. Work-life balance describes how employees are involved and satisfied with their work and family roles.

Three (3) dimensions of work-life balance identified by Fisher-McAulay et al. (2003) and validated by Hayman (2005) are work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). WIPL describes the level to which work hampers on the personal life of an employer. These constructs include work-related factors that impair an employee's personal life. PLIW is the reverse of WIPL, as it indicates the extent to which personal life interferes with the work-life of an employee. Finally, WPLE captures how work and personal life enhances each other. The above dimensions of work-life balance view work-life balance from the approach of conflict and enrichment. While work and personal life may be a barrier to each other, they could also enrich each other because the activities of each domain rub off positively on the other and vice versa.

The need for work-life balance arose from the emergence of technology, global, national, and local cultural changes in today's fast-paced environment, which continually affects both work, personal life, and their interaction with each other. Technology has somewhat distorted work-life boundaries, enabling employees to work anytime and anywhere, consequently leading to long work hours. Also, organizations' approach of 'doing more with less, the increasing trend in part-time jobs, and compulsory paid overtime increase employees' workload expectations, making work-life balance a mirage. Finding and maintaining a suitable balance between work and another facet of life is challenging for most employees and according to a recent OECD (2019) better life index, which rated 38 nations based on how effectively employees can balance their work and personal lives, the Western European and Scandinavian countries such as the Netherlands, Denmark, and France came top, followed by other parts of Europe. Turkey, Mexico, South Korea, Israel, and Japan, on the other hand, had the lowest score. Surprisingly, the United States, United Kingdom, and Australia all scored low (CEO Magazine, 2018). One may say that employees would naturally organize their roles in a hierarchy of significance. However, this is not always the case, particularly when one role requires greater time and employee involvement.

Leading multinationals such as Microsoft, Hewlett Packard (HP), and Shell have adopted work-life balance as an effective human resource tool (Dunne, 2007). This is because these organizations recognize the influence of work-life balance in attracting and retaining a competent workforce, gaining organizational commitment, and achieving overall success. Moreover, organizations that provide employees with work-life balance benefits are generally perceived as supportive of employees' personal needs. Despite how crucial work-life balance initiatives are to employees and employers, some employers are adamant about adopting these good practices. Chemirmir, Musebe and Nassiuma (2017) opined that bad management, assumption of incurring more cost may be responsible for the resistance to work-life balance policies. WLB has been linked with positive outcomes such as productivity, performance, commitment, and low turnover intentions (Akinyele, Peters & Akinyele, 2016; Wong, Bandar & Saili, 2017; Oludayo, Falola, Ahaka & Fatogun, 2018;). Therefore, many organizations employ family-friendly programs to support employees in achieving work-life balance. Structural support programs include flexible work arrangements, teleworking, job redesign, decreased workloads, and parental leave, and cultural supports include supportive supervisors and organizational climate.

While organizations in the western and developed countries recognize and have adopted work-life balance initiatives such as flexitime, to increase the satisfaction and performance of workers (De Sivatte, Gordon, Rojo, & Olmos, 2015), most developing countries, especially Nigeria are just getting to recognize the value of work-life balance. Moreso, several literatures have reported high turnover intentions and actual turnover rates among librarians, due to the dissatisfaction with work-life balance (ACRL, 2019; Abdien, 2019; Fyn, Heady, Foster-Kaufman, and Hosier, 2019; Masenya, 2019). Therefore, it becomes necessary to investigate the state of work-life balance among librarians in Nigerian universities, understand its influence on turnover intentions and possibly come up with strategies to minimize turnover intentions.

Concept of Turnover Intentions

Fishbein and Ajzen (1975) described turnover intentions as an employee's behavioral desire to leave an organization. According to Tett and Meyer (1993) turnover intention is an employee's deliberate and conscious preparation to leave an organization. Mobley (1982) regarded turnover intention as the last phase in the decision-making process before an employee exits an organization. Turnover intention is defined as the rate at which an employee is willing to

resign from an organization. Drawing from the definitions above, turnover intention may be described as an employee's thought and wilful plan to resign from their current job in the near future.

Turnover intentions which have been conceptualized as an employees' intention to leave an organization voluntarily, constitute a significant source of concern for employers in various sectors globally. According to Idiegbeyan-Ose, Opeke, Nwokeoma and Osinulu (2018) librarians' turnover intentions has an impact on institutional sustainability and ranking. Employees who have intentions to leave an organisation rarely contribute their best efforts and this in turn affects services delivery and employee performance. Various studies have identified turnover intention as a predictor of turnover in organizations, implying that the predictor of an employee leaving an organization is the turnover intention (Alla & Rajaa, 2019). Therefore, when turnover intentions are high, the turnover rate is also high. Organizations who are unable to manage employee turnover judiciously are bound to face challenges such as understaffing, reduced quality of service, loss of knowledge, increased workload on available staff, increased recruitment and training costs.

Influence of Work-Life Balance on Librarians Turnover Intentions

Work and family stand to be the most significant domains in the life of employees including librarians; therefore, the inability of an employee to balance these two vital domains results in stress that often leads to an employee's intention to resign from an organization (Chemirmir, Musebe & Nassiuma, 2017). However, achieving work-life balance will lead to greater employee job engagement, commitment, and performance (Jaharuddin & Zainol, 2019). From literature, work-life balance is considered a key factor in employees' turnover intention with empirical evidence that indicates its significant influence on employee turnover intention in; the banking industries (Yuki & Muthia, 2018; Kaushalya & Perera 2018; Okeke, 2017), health care sector (Suifan, Abdallah & Diab, 2016), Flower industry (Chemirmir, Musebe & Nassiuma, 2017), ICT (Kaushal, 2019; Oosthuizen, Coetzee & Munro, 2016), hospitality and tourism (Nwinyokpugi, 2017; Tumangkeng, Tumbuan & Tielung, 2019), apparel industry (Kumara & Fasana, 2018) academia (Lok, Ling, Ponnampalam & Chen, 2019) and libraries (Townsend and Buggs, 2018; Fyn, Heady, Foster-Kaufman & Hosier, 2019; Maseya; 2020).

Oosthuizen, Coetzee, and Munro (2016) investigated the impact of work-life balance and job satisfaction on the turnover intentions of 79 employees in a South African IT company and

reported a relatively low level of work-life balance among employees which consequently had a significantly negative relationship with job satisfaction and a positive relationship with turnover intention. This report confirms that work-life balance experiences, whether positive or negative, significantly predict job satisfaction and employee turnover intentions. Similarly, the study of Kaushalya and Perera (2018) indicated that work-life balance influenced turnover intention negatively among employees of selected private banks in Sri Lanka. The study of Jaharuddin and Zainol (2019) also revealed a direct relationship between work-life balance, job engagement, and turnover intentions, and reported that work-life balance explains 24% of the variance in turnover intentions. In general, the findings of these studies indicates that the greater the work-life balance, the more engaged and satisfied employees are with their jobs and the less likely they are to quit.

Work-life balance is a critical concern among employees as it directly affects health, performance, and job satisfaction (Okeke, 2017). Work-life balance is crucial in maintaining good health and peace of mind and failure to attain it comes with negative health consequences. Mensah and Adjei's (2020) study of employees in Europe reported a significant link between poor work-life balance and poor self-reported health. Work-life balance contribute to good health, and it is beneficial to the general well-being of employees. However, poor work-life balance increases stress, lowers quality of life, and eventually limits employee effectiveness at work (Lestari & Margaretha, 2021). This detrimental impact on employee health has a ripple effect on the organization as a whole. According to the UK's Mental Health Foundation (2020), work-related stress costs the country 10.4 million working days each year.

According to reports from the study of Masenya, Ngoepe and Jiyane (2020) which examined the determining factors of librarian's turnover intention in South Africa, 51% of librarians have turnover intentions due to dissatisfaction with their work-life balance amidst other factors. Similarly, findings from the study of Fyn, Heady, Foster-Kaufman, and Hosier (2019) indicated that the second most common personal factor determining librarians' turnover is dissatisfaction with work-life balance. Due to the complexities of academic librarians' work and the constant change in a librarian's roles, attaining a balance between work and family roles is complicated.

To corroborate the above assertion, Townsend and Bugg (2018) in their study reported workload (47%), institutional policies (40%), schedule flexibility (26%), management (25%), and concerns about career advancement and recognition (40%) as hindrances of a perfect work-

life balance for academic librarians in the workplace. As a result of the concerns about work-life balance, 40% of librarians consider quitting their current position to attain an excellent work-life balance and 31 % would leave the profession altogether to attain an excellent work-life balance. Although the significance of work-life balance is acknowledged in developed countries, according to Townsend and Bugg (2018), in higher learning institutions in America, little emphasis is placed on librarians' work-life balance compared to that of other teaching staff. The same scenario is obtainable in Nigeria. However, academic librarians also have increasing work responsibilities due to changing ICT trends, just as the case is with faculty members. They are also expected to meet up with research publications while dealing with family/personal life.

The above submissions imply that work-life balance significantly affects librarians' turnover intentions globally as employees who are unable to balance their work and personal life have the desire to quit their jobs. According to Chemirmir, Musebe and Nassiuma (2017) study, 63.5% of employees who experience conflicts between their work schedule and personal life decided to leave the organization. The study of Turnea and Prodan (2020) further affirms the significance of work-life balance, reporting that work-life balance has the highest significance on employee retention among other factors such as reward and management behaviour. Since work and family remain the two most essential domains in an individual's life, and in a real sense, compensation received by an employee is valueless when there is no time outside the organization to spend it.

Work-life balance is vital for employees to offer effective organizational services (Samanta, Rautaray & Swain, 2020; Durodolu & Mamudu, 2020). It has been significantly associated with job satisfaction which invariably is a determinant for retention and enhanced productivity of the library employees (Oyetola, 2013). Librarians who have job satisfaction are most likely to put their best to deliver excellent services to library users. In furtherance, librarians' performance is largely determined by their commitment to the goals and values of the library. Work-life balance has been proven to significantly affect the commitment of library personnel (Fagbola, 2020).

Studies have shown that work-life balance is beneficial to both employee and employer (Greenhaus & Powell, 2006). Work-life balance practices create an enabling work environment and serve as a motivating factor to employees, it also helps to reduce counterproductive

attitudes such as absenteeism, lack of commitment, lack of employee engagement, turnover intentions, and actual turnover. Thus, in the long run, reducing organizational costs and maintaining competitive intelligence. On the other hand, turnover intentions reduce librarians' commitment and stem up counterproductive behaviour (Omeluzor 2018; Chukwu 2017; Masenya, Ngoepe & Jiyane, 2020; Xiong & Wen, 2020) which further leads to employee turnover, causing psychological distress, reduced productivity and quality of services, increased recruitment cost, work overload, and disruption in the workflow (Oluwafemi, 2010; Chukwu, 2019). Employee turnover intentions has a colossal effect on organizational turnover (Calecas, 2019), as organizations' overall efficiency is crippled when there is a high employee turnover rate (Saroop, 2020).

The university library is a service-oriented arm of the institution, and academic librarians are at the forefront of providing unique service to users, in addition to their teaching, research, and scholarly roles. For effective service delivery and achievement of the library's overall goals, capable and efficient librarians are paramount. Therefore, librarians' turnover intentions are considered a pressing people issue that must be addressed. Reports from the study of Townsend and Bugg (2019) affirm that librarians value work-life balance, and the inability to achieve work-life balance leads to adverse reactions such as stress and burnout, which further degenerates to dissatisfaction if unattended to (Akinyele, Peters & Akinyele, 2016). Work-life balance is unlikely to be the only determinant of employee turnover. However, when employees struggle to balance their work and personal life, their intention to leave increases.

3.0. Methodology

The survey research design was adopted for this study. The population of this empirical study consists of 412 academic librarians in universities in South-west, Nigeria. A sample size of 203 was determined using Taro Yamane formula and selected using stratified random sampling. A structured questionnaire was used for data collection. 203 completed questionnaires were retrieved, however, only 199 were found useable, yielding a response rate of 98.5%. The collected data was analysed using descriptive statistics as well as multiple linear regression statistics. The questionnaire responses were coded and analysed using the Statistical Package for Social Sciences software (SPSS Version 22).

4.0. Results and Discussion of Findings

4.1. Research question one: What is the level of the turnover intention of librarians in university libraries in South-west Nigeria?

Table 4.1.1: Level of turnover intentions of librarians in university libraries

<i>Items</i>	VHL Freq. (%)	HL Freq. (%)	SHL Freq. (%)	L Freq. (%)	VL Freq. (%)	Mean (\bar{x})	Standard Deviation (SD)
The level to which							
Job satisfaction						3.35	0.95
My job does not fulfil my personal needs	15 (7.6)	30 (15.0)	55 (27.6)	79 (39.8)	20 (10.0)	3.57	1.09
My current job has a negative effect on my personal well being	-	11 (5.5)	71 (35.7)	107 (53.8)	10 (5.0)	2.53	1.07
Thoughts of quitting						1.00	1.01
I consider leaving my job	19 (9.5)	29 (14.6)	47 (23.6)	73 (36.7)	31 (15.6)	2.32	1.08
I do not look forward to another day at work	-	-	21 (10.5)	85 (42.7)	93 (46.7)	1.27	1.13
Costs of quitting						3.23	1.09
Fear of the unknown prevents me from quitting	51 (25.6)	73 (36.7)	33 (16.6)	18 (9.0)	22 (11.0)	3.53	1.07
Benefits from my current job prevents me from quitting	29 (14.6)	44 (22.1)	39 (19.6)	70 (35.2)	8 (4.0)	3.43	1.11
Search for alternatives						3.57	1.15
I actively search for alternative jobs	11 (5.5)	41 (20.6)	77 (38.9)	70 (35.2)	-	3.27	1.13
I plan to start a business	55 (27.6)	71 (35.7)	13 (6.5)	39 (19.6)	21 10.5	4.18	1.18
Probability of finding another job						4.25	1.03
More university libraries are being established	73 (36.7)	81 (40.7)	40 (21.1)	5 (2.5)	-	4.57	1.09
I can possibly get another job	61 (30.6)	93 (46.3)	45 (22.6)	-	-	4.89	1.11
Evaluating alternatives						3.51	1.03
I will accept another job at the same compensation level should I be offered	11 (5.5)	44 (22.1)	53 (26.6)	70 (35.2)	21 (10.5)	3.27	1.13
I compare my present reward to that of other universities around me	58 (29.1)	51 (25.6)	49 (24.6)	-	41 (20.6)	3.83	1.07
Turnover intention						2.13	1.01
I will quit my job soon	-	5 (2.5)	49 (24.6)	80 (40.2)	65 (32.7)	2.18	1.08
I plan to resign	-	-	19 (9.5)	98 (49.2)	82 (41.2)	1.21	1.18
Average Overall Mean						3.43	1.10

Source: *Field Survey (2022)*

KEY: VHL=Very High Level, HL=High Level, SHL=Somewhat High Level, LL=Low Level, VLL=Very Low Level*****Decision Rule:** if mean is 1 to 1.79= Very Low Level, 1.80 to 2.59= Low Level, 2.60 to 3.39= Somewhat High Level, 3.40 to 4.19= High Level, 4.20 to 5 = Very High Level

Table 4.1. shows a high level of librarian's turnover intentions in universities in South-west Nigeria (\bar{x} = 3.43, SD= 1.10) on a 5-point scale. The results indicates that many librarians believe their current jobs do not fulfil their personal needs adequately (\bar{x} = 3.57) and impacts negatively on their personal well-being (\bar{x} = 2.53). While few librarians consider leaving their current jobs (\bar{x} = 2.32), fear of the unknown has prevented majority from quitting (\bar{x} = 3.53). Hence the high level of active search for alternative jobs (\bar{x} = 3.27), and plan to start a business (\bar{x} = 4.18). Additionally, there is a consensus on the establishment of more universities at a very high level (\bar{x} = 4.57), signifying the high chances of librarians getting another job (\bar{x} = 4.89). Furthermore, many librarians (\bar{x} = 3.83) compare the reward system in their respective place of employment to that of other universities around and to a somewhat high level (\bar{x} = 3.27), many librarians indicated to a high level that if another job at the same pay level became available, they would accept it. Although the result shows that few librarians plan to quit their jobs soon (\bar{x} = 2.18) and only a few plans to resign from their current jobs (\bar{x} = 1.21), The general finding of this study, with a mean score of \bar{x} = 3.43 and a standard deviation of 1.10, indicates a high level of turnover intentions among librarians in universities in South-west, Nigeria.

The implication of this findings is that many librarians in universities in South-west Nigeria are unsatisfied with their present working conditions and have remained in their jobs until now due to a lack of a better option. However, there is a high level of active search for alternative jobs among librarians, which is also indicative that most librarians in the study area are just coping with their current jobs, with majority who are ready to change jobs or perhaps quit to start a business if facilitating conditions were to be met. This implication is obvious in the overall mean (\bar{x} = 3.43, SD= 1.10), which indicates a high rate of turnover intentions among librarians in universities in South-west Nigeria.

Research question two: To what extent do librarians experience work-life balance in university libraries in Southwest Nigeria?

Table 4.2.: Extent to which librarians experience work-life balance

<i>Items</i>	VGE	GE	SE	VLE	NA	Mean	Standard
The extent to which	Freq.	Freq.	Freq.	Freq.	Freq.	(\bar{x})	Deviation
	(%)	(%)	(%)	(%)	(%)		(SD)
Work Interference with Personal Life (WIPL)						3.71	1.08
My personal life suffers because of work	51 (25.6)	97 (48.7)	33 (16.6)	10 (5.0)	8 (4.0)	3.57	1.06
I neglect personal needs because of work	31 (15.6)	69 (34.7)	55 (27.6)	28 (14.0)	13 (6.5)	3.44	1.99
I miss out on personal activities because of work pressure	66 (33.2)	81 (40.7)	42 (21.1)	10 (5.0)	-	3.99	0.09
The amount of time I have for non-work activities is inadequate	53 (26.6)	88 (42.2)	39 (19.6)	12 (6.0)	7 (3.5)	3.55	1.41
Personal Life Interference with Work (PLIW)						3.31	1.16
I am too tired to be effective at work	13 (6.5)	29 (14.6)	55 (27.6)	81 (40.7)	21 (10.5)	3.73	1.18
My work suffers because of my personal life	-	17 (8.5)	19 (9.5)	117 (57.8)	46 (23.1)	2.23	1.12
It is hard to work because of personal matters	-	18 (9.4)	77 (38.7)	101 (50.7)	3 (1.5)	2.16	1.20
My personal life drains me of energy for work	9 (4.5)	13 (6.5)	79 (39.7)	93 (46.7)	5 (2.5)	2.10	1.13
Work/Personal Life Enhancement (WPLE)						3.70	1.11
My personal life gives me energy for my job	15 (7.5g)	11 (5.5)	81 (40.7)	79 (39.7)	13 (6.5)	2.18	1.14
My job gives me energy to pursue personal activities	-	-	41 (20.6)	119 (59.8)	30 (15.0)	1.96	0.94
My mood at work is good because of my personal life	10 (5.0)	49 (24.6)	67 (36.7)	73 (36.8)	-	2.36	1.21
My personal life is good because of my job	41 (20.6)	63 (31.6)	81 (40.7)	5 (2.5)	9 (4.2)	3.91	1.15
Average Weighted Mean						3.39	1.13

Source: *Field Survey (2022)*

KEY: VGE=Very great extent, GE=Great extent, SE=Some Extent, VLE=Very Little Extent, NA=Not at all
*****Decision Rule:** if mean is 1 to 1.79= Not at all, 1.80 to 2.59= Very Little Extent, 2.60 to 3.39= Some Extent, 3.40 to 4.19= Great extent, 4.20 to 5 = Very great extent

Table 4.2. shows that librarians in universities in South-west Nigeria enjoy work-life balance to some extent (\bar{x} = 3.39, SD 1.13). The findings also suggest that librarians to a great extent (\bar{x} = 3.71, SD 1.08) experience Work Interference with Personal Life (WIPL). This is obvious since, to a great extent (\bar{x} = 3.57) their personal life suffers, they neglect personal needs to some extent (\bar{x} = 3.44), and they regularly miss out on personal activities (\bar{x} = 3.99), all as a consequence of job pressure. As a result, they devote inadequate time to non-work activities that improve their personal life (\bar{x} =3.55) to some extent.

Librarians, on the other hand, faced Personal Life Interference with Work (PLIW) to some extent (\bar{x} = 3.31, SD 1.16). Although there are indicators that they were frequently too fatigued to be productive at work (\bar{x} = 3.73), they never allowed their job to suffer as a consequence of personal life issues (\bar{x} = 2.23), nor did they encounter instances in which it became impossible to work as a result of personal issues (\bar{x} = 2.16). Furthermore, librarians allowed their personal life to sap their job energies to a very little extent (\bar{x} = 2.10). Given that three indicators in this section point in opposing directions in terms of librarians' personal life interfering with their job, it is probable that other causes are to blame for librarians being too exhausted to be productive most of the time.

On the issue of Work/Personal Life Enhancement (WPLE) among librarians, the results showed that they experienced it to a great extent (\bar{x} = 3.70, SD 1.11). This is evident in the analysis because, despite librarians indicating that their personal life gives them energy to do their jobs (\bar{x} = 2.18), pursue personal activities (\bar{x} = 1.96), and maintain a good mood at work (\bar{x} = 2.36) to a very little extent, they maintained that their personal life is good because of their job to a great extent (\bar{x} = 3.91). Overall, the overall weighted mean from this analysis (\bar{x} = 3.39, SD 1.13) indicates that librarians in universities in South-west Nigeria experienced work-life balance to some extent. This implies that the extent of work-life balance among librarians in this study is somewhat lower than expected and in desperate need of improvement in order to reduce the likelihood of turnover intentions and to enable librarians to do their best at all times to deliver needed results to management and render efficient services to library users.

4.3. Analysis and presentation of research hypotheses

H₀1: Work-life balance has no significant influence on turnover intentions of librarians in universities in South-west Nigeria.

Table 4.3.1 ANOVA & Model Summary testing Significant Influence of Work-life balance on Turnover Intentions of university librarians

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	11311.805	2	6919.712	187.005	.000 ^b
Residual	6317.722	197	35.231		
Total	17627.527	199			
R=.343		R Square= .451		Adj. R Square= .447	
Coefficients					
Construct	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta(β)		
(Constant)	34.399	2.617		12.762	.000
Job satisfaction	.211	.090	.499	7.588	.023
Thoughts of quitting	.240	.105	.501	9.833	.000
Cost of quitting	.318	.091	.513	9.712	.000
Search for alternatives	.330	.109	.422	9.709	.000
Probability of finding another job	.311	.089	.503	7.446	.001
Evaluating alternatives	.271	.081	.405	7.811	.000
Turnover intention	.219	.093	.511	8.930	.003

Dependent Variable: Turnover intentions.

Source: Field Survey 2022 *Note: β = Standardized Coefficient, significant at 0.05*

Table 4.3.1. Table 4.3.1 displays the findings of an investigation of the impact of work-life balance on the turnover intentions of librarians in universities in South-west Nigeria ($F_{(2, 197)} = 187.005$, $Adj. R^2 = 0.447$, $P \leq 0.05$). Work-life balance had a significant influence on librarians' turnover intentions, accounting for up to 45.1% ($R^2.451$) of the range in influence on librarians' turnover intentions. The coefficient analysis in the table explains further that job satisfaction ($\beta=.499$, $P \leq .05$), thoughts of quitting ($\beta=.501$, $P \leq .05$), cost of quitting ($\beta=.513$, $P \leq .05$), searching for alternatives ($\beta=.422$, $P \leq .05$), probability of finding another job ($\beta=.503$, $P \leq .05$), evaluating alternatives ($\beta=.503$, $P \leq .05$), and turnover intentions ($\beta=.511$, $P \leq .05$) all had a strong significant influence on librarians' turnover intentions.

With this evidence, the null hypothesis was rejected and restated as follows: Work-life balance will have a significant influence on librarian turnover intentions in universities in South-West

Nigeria. This result suggests that the better the work-life balance experienced by librarians in South-western universities, the lower their proclivity for turnover intentions.

4.5. Discussion of Findings on Data from Research Questions

This study's findings confirm a high level of turnover intentions among librarians in universities in South-west, Nigeria, ensuing from the high level of dissatisfaction with their current jobs. Consequently, the engagement in search of alternative jobs is high ($\bar{x}= 3.57$). This finding is similar to that of Hamzat, Abata-Ebire, Ogunjinmi, and Babarinde (2020) and Aiyebelehin, Odiachi, and Omoregie (2020) who discovered a high rate of turnover intentions among library and information professionals, with a lot of librarians planning to quit as soon as an opportunity presents itself. In addition, the indicators for measuring turnover intentions identified by Mobley (1978), job dissatisfaction, cost of quitting, search for alternatives, probability of finding another job and evaluation of alternatives were found to be high in the current study. There are indications that it is only a matter of time before librarians declare their intention to voluntarily leave their current organizations and join new ones. This is consistent with Calecas' (2019) claim that when turnover intentions are high, the turnover rate is also high.

Furthermore, the findings of this study indicated that some extent librarians in south-west Nigeria experience work-life balance, with an average weighted mean score of 3.39 on a scale of 5 points. The calculated value of F -statistics = 187.005 was significant at the 0.000 alpha level, indicating that respondents value work-life balance to some extent. According to the analysis table, the Adjusted R Square=0.451 can account for up to 45.1 % variation in the level of work-life balance among participants, implying that work-life balance has a significant influence on the extent to which turnover intentions exist among librarians in South-west Nigeria ($F_{(2, 197)} = 187.005$, Adj. $R^2= 0.447$, $P\leq 0.05$). The significant influence of job satisfaction ($\beta=.499$, $P\leq.05$), thoughts of quitting ($\beta=.501$, $P\leq.05$), cost of quitting ($\beta=.513$, $P\leq.05$), searching for alternatives ($\beta=.422$, $P\leq.05$), probability of finding another job ($\beta=.503$, $P\leq.05$), and evaluating alternatives ($\beta=.503$, $P\leq.05$) shown in the findings indicate that librarians in South-west Nigeria experienced work-life although not at the highest level. This implies that majority of them may have remained in their current jobs due to a lack of better options.

This is further demonstrated by the fact that librarians' Work Interference with Personal Life (WIPL) was extremely high, with a mean score of 3.77, with many librarians indicating that they miss out on personal life activities due to work pressures. This reality, without a doubt, implies that most employees struggle to balance work time with family and other personal issues, which can lead to dissatisfaction and unhappiness despite being gainfully employed (Chemirmir, Musebe & Nassiuma, 2017).

This study supports Greenhaus, Collins, and Shaw's (2003) claim that people who have a family-life balance are happier than those who strike a work-life balance. They asserted that, while people rely on their profits from work and business to support their families and leisure activities, they experience high levels of stress and anxiety when work absorbs a big percentage of their lives. Their emphasis on the three dimensions of work-life balance (Greenhaus et al., 2003), which include time balance, involvement balance, and satisfaction balance, emphasizes the importance of individuals striving for balance in the interference that occurs between work and personal life in order to experience the complementary benefit derivable from both ends.

Conclusion

The overall aim of this study was to examine the influence of work-life balance on librarians' intentions to leave university libraries in South-west, Nigeria. Based on the findings of the study, librarians experienced work-life balance to some extent. It can be concluded that the issue of work-life balance for librarians is crucial and influences their decisions to leave or stay in an institution. This suggests that until librarians experience improved Work-life balance, the likelihood of high-rate turnover intentions will persist, and it will only be a matter of time before actual turnover occurs.

Recommendations

1. The level of work-life balance experienced by librarians in this study was found to be lowest in the domain of Work Interference with Personal Life (WIPL), with many librarians indicating that work interferes with their personal lives. University library management must therefore assist librarians in achieving better work-life balance by implementing a more flexible work schedule that reduce to the barest minimum work interference with personal life.

2. Adequate consideration must be given to adopting policies and relevant initiatives that promote work-life balance of librarians in Nigeria university libraries.
3. It is not enough to adopt work-life balance policies, supportive management and organizational culture are required for librarians to take advantage and enjoy work-life balance initiatives.
4. Finally, work-life balance policy and initiatives should be communicated to employees for the sake of awareness.

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