

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

Winter 2020

Influence of Ownership Structure and Leadership Styles on Turnover Intention of LIS Professionals: Empirical Evidence from Private Universities in Osun State Nigeria

Saheed Abiola Hamzat Dr.

Adeleke University, Ede, Osun state, abiolahamzat23@gmail.com

Blessing Damilola Abata-Ebire

Federal Polytechnic Ede, Osun state, ebireblessing@gmail.com

Tolulope Tosin Ogunjinmi

Adeleke University, Ede, Osun state, tolulopetosinabk@gmail.com

Omobola Abigail Babarinde

Adeleke University, Ede, Osun state, babarinde.omobola@adelekeuniversity.edu.ng

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Hamzat, Saheed Abiola Dr.; Abata-Ebire, Blessing Damilola; Ogunjinmi, Tolulope Tosin; and Babarinde, Omobola Abigail, "Influence of Ownership Structure and Leadership Styles on Turnover Intention of LIS Professionals: Empirical Evidence from Private Universities in Osun State Nigeria" (2020). *Library Philosophy and Practice (e-journal)*. 4486.

<https://digitalcommons.unl.edu/libphilprac/4486>

Influence of ownership structure and leadership styles on turnover intention of LIS Professionals: Empirical evidence from private universities in Osun State Nigeria

Dr Saheed Abiola Hamzat

Lecturer

Department of Library and Information Science,

Adeleke University Ede

Osun State, Nigeria

abiolahamzat23@gmail.com, saheed.abiola@adelekeuniversity.edu.ng

Blessing Damilola Abata-Ebire

Department of Library and Information Science,

Federal Polytechnic Ede

Osun State, Nigeria

ebireblessing@gmail.com

Tolulope Tosin Ogunjinmi

University library

Adeleke University Ede

Osun State

tolulopetosinabk@gmail.com

Omobola Abigail Babarinde

University library

Adeleke University Ede

Osun State

babarinde.omobola@adelekeuniversity.edu.ng

Abstract

This study investigated the influence of ownership structure and leadership styles on turnover intention of Library and Information Science (LIS) Professionals in private universities in Osun State, Nigeria. Descriptive and inferential statistics of frequency counts, percentages and correlational methods were employed to analyse the data gathered from 59 LIS professionals in the State. The indices of ownership structure (functional, divisional, matrix and hybrid) and leadership styles (democratic, autocratic, transactional) were found to have positive linear correlations with turnover intention of LIS professionals. Deployment of varying leadership styles, promotion of 'entity concept' and facilitation of inter-relationship among professionals were suggested.

Keyword: Leadership styles, LIS professionals in Nigeria, Ownership structure, Private universities, Turnover intention.

Introduction

The need to address decayed infrastructure and prolong academic programmes that characterise public universities in developing country like Nigeria led to the involvement of individuals and groups in the provision of tertiary education. Different professionals were engaged to facilitate the achievement of these universities' goals. One of such professionals is librarians. Librarians are the professionals trained in the art of information resources provision and management. In recent times however, there have been reported cases of widespread exit of LIS Professionals (librarians) like other personnel from some of these private universities owing to a number of factors largely attributed to ownership structure and leadership styles. There is also an indication that those present are with intention of leaving. Turnover intention is therefore, defined as a measurement of whether an organisation's employees plan to leave their positions or the decision to remove employees from positions. It constitutes a major issue in the field of human resource management. Turnover intention can be voluntary or involuntary. An employee can decide to leave an organisation willingly due to stringent working conditions or perceived better opportunity elsewhere such as more pay, more recognition, convenient location, health reasons or retirement. On the other hand, the involuntary turnover intention may occur as a result of employer's removal of the personnel due to low job performance (Husain, Siddique, Ali, Ali & Akbar, 2015).

Literature is replete on the influence of ownership structure and leadership styles as critical factors for facilitating employees' commitment in organisation. The ownership structure refers to organisation of different business units with intent of facilitating the performance of specialised functions. The concept 'ownership structure' was originally developed as a means of overcoming the biggest shortcomings of public-owned organisations. The concept was also introduced to checkmate political interference in management and operation of an organisation while at the same time promoting access to know-how and private capital (Graham, 2014; Hussan, 2010; Surebrisky, 2012). Organisation structure could be functional, divisional, matrix or hybrid with underlining aim of efficient service delivery and innovation. To accomplish these tasks, however, there is need for a leader who supports traits such as innovation and creativity and be ready to draw out the maximum potential of

his/her subordinates and keep them satisfied. Leadership is about the ability of an individual or organization to guide other individuals, teams, or entire organizations in styles. Leadership style is therefore concern with provision of direction, plans, implementation and people's motivation (Nasereddin & Sharabati, 2016).

Leadership is a task-oriented where leader focuses on the tasks that need to be performed in order to meet a certain goal (Manktelow, 2012). There are a number of leadership styles, the most prominent of which include the autocratic, paternalistic, democratic, laissez-faire, transformational, transactional among others. More often than not, effective academic leadership requires certain key attributes, because leadership strategically and effectively influences teaching, learning and other activities (Attri & Devi, 2014). Similarly, today's ever-changing educational environment has created a need for new leadership styles that encourage positive change and improvement with a conclusion that there is no suitable leadership styles that suite organizations worldwide (Sart 2014). This development therefore necessitates the need to investigate whether these factors contribute to employees' turnover intention in Nigerian private universities. It is on this premise that this study seeks to examine the influence of ownership structure and leadership styles on turnover intention of Library and Information Science Professionals in private universities in Osun State, Nigeria.

Objectives of the study

Specifically, the study sought to:

1. ascertain the key drivers of LIS professionals turnover intention in private universities in Osun State, Nigeria;
2. determine the influence of ownership structure on turnover intention of LIS professionals in private universities in Osun State, Nigeria;
3. examine the influence of leadership styles on turnover intention of LIS professionals in private universities in Osun State, Nigeria; and
4. establish the combined influence of ownership structure and leadership styles on turnover intention of LIS professionals in private universities in Osun State, Nigeria.

Hypothesis

1. Ownership structure and leadership styles have no significant influence on turnover intention of LIS professionals in private universities in Osun State, Nigeria.

Literature Review

Turnover is the process through which an employee leaves an organisation and that organisation replaces such. Intention to leave is defined as an employee's determination to depart the current job and look forward to alternative (Gill, Ahmed, Rizwan, Farid, Mustafa, Saher, Bashir & Tanveer, 2013). Intention to leave is understandable as an employee's preference to quit his or her organization with significant cost or risk of losing social assets. Specifically, intention to leave takes perceptions of job alternatives and employee evaluation. Jeffrey (2007) averred that employee's dissatisfaction with their jobs and organizations lack of trust in their employees may bring about greater turn over or short job duration. A number of studies have been conducted on the causes of turnover intention among the employees in industry-wide. For instance, Husain, Siddique, Ali, Ali and Akbar (2015) investigated causes of employee turnover intention in Pakistan banking industry. Descriptive and inferential methods were employed to analyse data gathered via questionnaire. Their finding showed that employee turnover intention has a significant relationship with job satisfaction, trust relationship, job security, organizational commitment and job stress but insignificant relationship with personnel organizational fit.

Saeed, Waseem, Sikander and Rizwan (2014) analysed the relationship among turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. Data were gathered from 200 respondents across the industries and the results of the linear regression performed indicated that Job satisfaction, job performance and leader membership exchange have a direct negative influence on the turnover intention. Shah and Khan (2015) analysed factors affecting turnover intentions of employees of private sector universities of Peshawar, Pakistan. The descriptive analysis of data collected from a sample of 150 employees of the universities indicated that job satisfaction and promotion opportunities are significant factors affecting turnover intentions. Competitive salaries to the staff, increase promotion opportunities,

improve leave policy, financial rewards, transparent system were recommended as inducing factors of keeping the employees in the universities.

It appears that the leadership styles in place in organisations particularly in universities contribute immensely in discouraging the employee's turnover intention. According to Idiegbeyanose (2018) leadership style could be regarded as the method or approach a leader adopts in the management of resources in the organizations including human resources. It is a process of working through people to achieve organisational goals and objectives. According to the author, leadership style constitutes an issue of concern that organizations should pay attention to in any establishment be it library, information centres with the sole aim of influencing employees' behaviour while guaranteeing their job satisfaction. Findings have shown that there are various leadership styles that can be adopted in the administration of organisations; for instance Hijazi, Kasim and Daud (2016) examined the relationships between leadership styles and job satisfaction among the employees of private universities in the United Arabs Emirate. Multifactor Leadership Questionnaire (MLQ) and the Minnesota Satisfaction Questionnaire (MSQ) were employed to gather data from 241 faculty members and staff of seven private universities in UAE. The result of the Pearson correlation analysis showed that there was positive and significant relationship between transformational style and employee job satisfaction. Further, the relationship between transactional leadership style and job satisfaction was observed to be negative and significant.

Nasereddin and Sharabati (2016) analysed universities' leadership style in the light of governance principles. The analysis was based on 200 related studies. The authors concluded that no leadership style that can suite all organizations and industries, even can fit for one organization, because leadership style depend on leader, context, followers and culture. In a comparative study of governing boards in private and public universities in Zimbabwe, Garwe and Tirivanhu-Gwatidzo (2016) employed documentary evidence, interviews, focus group discussions and observations to gather data from members of the universities'boards. They noted that the boards maintain similar responsibilities and differences in selection criteria, levels of commitment, efficiency and effectiveness. The

need to have a clear focus, wider stakeholder representation and exhibition of group authority and collective wisdom was suggested.

Odunlami, Awosusi & Awolusi (2017) investigated influence of leadership style on employees' performance in selected private universities in Ogun State, Nigeria. Pearson Product Moment correlation was used to analyse the data gathered from 435 respondents. They noted that the transactional leadership style does not have significant influence on employees' performance while charismatic and transformational leadership styles have positive and significant influence on employees' performance in selected private universities in Ogun State, Nigeria. More importantly, the private universities could be regarded as organisations incorporated without shareholders, and therefore not nominated by shareholders or elected as directors.

There is tendency for the founder/owner not to follow the corporate governance rules since the owner may determine the structure of the organisation. The idea of ownership structure originated in the company profit corporation as a means of enhancing ownership separation and management of executives' interests while promoting corporate checks and balances among stakeholders. The 'concept' is adopted to stress the need for each university to pursue diversity and excellence under its criteria and environment. Ownership structure could be functional, divisional, matrix or hybrid. Functional structure is concerned with grouping of employees into the department based on similarity in skill sets, tasks and accountability for effective communication. Essence of which is to enhance efficient decision-making process. The divisional structure aims at creating work teams that can produce similar products or services that match the individual group needs.

Matrix structure combines both functional and divisional to decentralise decision-making and facilitate inter-relation among the department for greater productivity and innovation. The hybrid structure also combines both functional and divisional to ensure the utilisation of resources and knowledge while maintaining specialisation in different divisions. A number of empirical studies have been conducted on the importance of ownership structure and private university effectiveness with the conclusion that the ownership structure contribute

significantly to the survival or otherwise of such institution. For example, Nwachukwu and Okoli (2015) examined the challenges and prospects of new universities with a view to determining ability to transform into world class universities. Questionnaire, supplemented by indepth oral interview of the principal officers were the instruments deployed for data collection in descriptive analysis of data collected from fifteen (15) private universities. The authors remarked that for private universities to prove their mettle and make a difference, they should avoid replicating the conventional courses/programmes offered in the public ones. Moreover, they must trajectory towards specialization in certain special disciplines so as to become centres of excellence.

Odeleye, Oyelami and Odeleye (2012) discussed issues and challenges in private ownership and educational management in Nigeria. They noted that most public schools are confronting with decay infrastructure, bureaucracies, poor finance which brought about private participation. The authors submitted that there is need to return schools to their original owners and that most of the government-owned schools should be privatized if the envisioned revitalization of the education sector would be achieved. Atanda and Adeniran (2017) examined the birth of private institution, historical development of university education, ownership structure, distribution of private universities and location of private universities in Nigeria. Fourteen steps/processes in licensing of private universities, benefits accruable from a good university education management, reasons for the establishment, challenges confronting and solutions to the challenges and future of private universities in Nigeria were analysed. They concluded that it is onus on Nigerian government to give financial support to these universities so as to make them more effective and efficient.

Festo and Nkote (2013) examined the relationship between corporate governance and financial performance among private universities in Uganda. A cross sectional descriptive survey design was used and data were gathered from four private universities in Uganda. Their findings indicated that corporate governance variables negatively affected financial performance while policy and decision making are significant predictors of financial performance. The need to formulate better policies and make credible decisions, make up manageable council and senate committees that understand their roles, manage contingency

and improve on board effectiveness was recommended. Liu (2016) assessed corporate governance structure of nonprofit private universities in China based on good governance. The author concluded that elements rule of law, legal, transparency, accountability are essential for corporate governance structure enhancement.

Methodology

The study adopted the descriptive survey design. A short questionnaire were used for data collection. A cross sectional of Library and Information Science professionals (Librarians with Master's and Doctorate degrees) in all the seven private universities in Osun State, Nigeria constituted the respondents. Total enumeration technique was used to cover all the 59 Library and Information Science Professionals. Four-sectional questionnaire was used as the instrument for data collection and the data gathered were analysed with the aid of frequency counts percentages and correlational method. The universities covered include: Adeleke University, Ede, Bowen University, Iwo, Fountain University, Osogbo Joseph Ayo Babalola University, Ikeji-Arakeji, Kings University, Ode-Omu, Oduduwa University, Ile-Ife and Redeemer's University, Ede. The data collection was from September 2019- to December 2019.

Presentation of Results

The analysis of the data was presented in Tables 1-6. The presentation of the results begin with the ownership structure of the universities as presented in Table 1

Table 1: Ownership structure of the Universities

S/N	University	Year of Establishment	Ownership
1	Adeleke University	2011	Individual
2	Bowen University	2001	Group
3	Redeemer's University	2005	Group
4	Fountain University	2007	Group
5	Oduduwa University	2009	Individual
6.	King's University	2015	Group

7.	Joseph Ayo Babalola University		Group
----	--------------------------------	--	-------

The structure of the universities based on the ownership as presented in Table1 indicates that only two universities are owned by the private individuals and the rest are under the ownership of the group such as religious bodies.

Table 2: Socio-demographic characteristics of the respondents

Demographic profiles	Classification	Frequency	Percentages
Age range	20-30	12	20.3
	31-40	25	42.3
	41-50	22	37.2
Gender	Male	28	47.5
	Female	31	52.4
Education Attainment	MLIS	49	83.0
	Ph.D	10	16.9
Years in Service	0-5	12	20.3
	6-10	28	47.5
	11-15	11	18.6
	16-20	8	13.5
Job Status	Librarian II	18	30.5
	Librarian I	27	45.7
	Senior Librarian	6	10.1
	Principal Librarian	4	6.7
	Deputy University Librarian	4	6.7

The analysis of the socio-demographic characteristics of the respondents indicated that large number of respondents are found in age bracket 31-40 (N=25) constituting 42.3%. The analysis also revealed that 31 representing 52.4% of the respondents are female while 28 (47.5%) are male. The analysis further indicated that 49 (83.0%) of the respondents are Master degree holders with only 10 (16.9%) being Doctorate degree holders. In terms of years of service, 28 (47.5%) of the respondents found to have been working for 6-10 years, while 27 constituting 45.7% of the respondents are in Librarian I cadre. The implications of the findings are that large number of respondents for the study is in age bracket 31-40, more

female respondents and large number of Master of Library and Information Science degree than doctorate degree holders.

Turnover Intention of LIS Professionals

The results of the data analysed on turnover intention of LIS professionals were presented in Table 3

Table 3: Turnover Intention of LIS Professionals

S/N	Turnover Intention	VT	%	T	%	ST	%	NT	%
1	If given opportunity to start a job again, I will choose the same university library	12	20.3	8	13.5	6	10.1	33	55.9
2	I am looking for opportunities in other university libraries	7	11.8	13	22.0	9	15.2	30	50.8
3	I am leaving because the university authorities asked me to go	4	6.7	3	5.0	8	13.5	44	74.5
	I am planning to leave because of:								
4	Meddlesomeness of university owner	21	35.5	18	30.5	9	15.2	10	16.9
5	Low recognition despite contributing my utmost best	12	20.3	25	42.3	4	6.7	18	30.5
6	Irregular salary	29	49.1	17	28.8	7	11.8	6	10.1
7	Covenient location to my family	9	15.2	22	37.2	16	27.1	12	20.3
8	Lack of academic freedom	29	49.1	11	18.6	14	23.7	5	8.4

The analysis showed that 39 (66%) of the respondents claimed that they will never choose the same university if given opportunity to start a job again, 37(62.6%) opined that they received low recognition despite contributing their utmost best. In the same vein 39(66.0%) of the participants submitted that meddlesomeness of the university owner is the main reason they would like to leave their present job for another while 40(67.7%) claimed that they lack freedom. The implication of the finding is that the LIS professionals in the state (Osun) intend to turn over their job only waiting for the next available opportunities.

Leadership Styles in Private Universities

The analysis of leadership styles in private universities and influence on LIS professionals' turnover intention is presented in Table 4.

Table 4: Leadership Styles in Private Universities

S/N	Leadership Styles	VT	%	T	%	ST	%	NT	%
1	Leadership does not readily accept new ideas from subordinate in my university	21	35.5	17	28.8	5	8.4	16	27.1
2	The mechanism in place does not allow leadership to explain actions taken in my university	33	55.9	3	5.0	11	18.6	12	20.3
3	Employees are under intense and threatened working conditions in my university	29	49.1	18	30.5	4	6.7	8	13.5
4	My employer always place premium on job presence over productivity of employees	16	27.1	19	32.2	13	22.0	11	18.6
5	There is room for constant feedback from subordinate to leaders in my university	7	11.8	9	16.2	11	18.6	32	54.2
6	Leadership places premium on ingenuity and creativity in my university	8	13.5	13	22.0	17	28.8	21	35.5
7	The leaders in my university are always concern about employee's welfare	14	23.7	6	10.1	23	38.9	16	27.1

In terms of leadership styles, 38 (64.3%) of the respondents are of the view that the leadership style in place in their universities does not readily accept new ideas from subordinates. Further the analysis revealed that 47 (79.6%) of the study's participants were of the views that employees in their respective universities are under intense and threatened working conditions, 35(59.3%) claimed premium was placed on job presence over productivity of employees. Only 20 (33.8%) of the respondents opined that leaders in their universities always concern about employee's welfare. The overall implication of the findings is that the leadership styles employed by most university authorities are not in tandem with employees' expectations and this promotes job mobility among the respondents.

Ownership Structure and Turnover Intention

The analysis of influence of ownership structure on turnover intention of LIS Professionals is as shown in Table 5.

Table 5: Ownership structure and Turnover Intention

S/N	Ownership Structure	VT	%	T	%	ST	%	NT	%
1	Inability to constitute board affects work schedules in my university	9	15.2	18	30.5	16	27.1	26	44.0
2	The owner/founder is left to take unilateral decisions in my university	31	52.5	14	23.7	8	13.5	6	10.1
3	Power/decision making priviledges are concentrated in the hands of few in my university	12	20.3	19	32.2	15	25.4	13	22.0
4	There is no room to differentiate between religion/faith and performance in my university	23	38.9	16	27.1	14	23.7	6	10.1

The analysis on the ownership structure showed that 42(71.1%) of the respondents indicated that absence of board composition does not have effects on their work schedules, while 42 constituting 76.2% of the respondents claimed that in their universities, only the founder/owner takes unilateral decisions. Moreover, 39 (66.0%) of the respondnets opined that it is difficult to differentiate between religion affiliation and job performance in their universities. This implies that the ownership structure in place in most of the private universities in Osun State, Nigeria is not in consonance with the tenets of corporate governance.

Relationship between Ownership Structure, Leadership Styles and Turnover Intention

The relationship between ownership structure, leadership styles and turnover intention is shown in Table 6

Table 6: Pearson correlation table showing relationship between ownership structure, leadership styles and LIS professionals turnover intention

			Ownership structure	Leadership styles	Turnover intention
Pearson's	Ownership structure	Correlation Coefficient	-.122**	-.508**	.262**
		Sig. (2-tailed)	.001	.000	.000
		N	59	59	59
	Leadership styles	Correlation Coefficient	1.000	.421**	-.081*
		Sig. (2-tailed)	.	.000	.027
		N	59	59	59
	Turnover intention	Correlation Coefficient	.421**	1.000	-.125**
		Sig. (2-tailed)	.000	.	.001
		N	59	59	59

*. Correlation is significant at the 0.05 level (2-tailed)

The relationship between independent and dependent variables was established through the use of correlation method of analysis. The result indicated that ownership structure and leadership styles have positive correlations with turnover intention of LIS professionals (ownership structure $r = -0.12$, $p < 0.05$ leadership styles $r = -0.50$, $p < 0.05$, turnover intention $r = 0.26$ $p < 0.05$) as presented in Table 5. This implies that since the indices of ownership structure and leadership styles have positive linear correlations with turnover intention, it follows that there is a significant relationship between ownership structure, leadership styles and turnover intention of LIS professionals in private universities in Osun State, Nigeria.

Conclusion and Recommendations

The study demonstrated that ownership structure and leadership styles significantly influenced turnover intention of LIS professionals in the studied university libraries in Osun State Nigeria. It is noted that lack of university autonomy, absence of incentives, irregular payment of salaries, health and family location, lack of academic freedom are some of the contributory factors to job mobility among LIS professionals. The study further revealed that

ownership structure has direct influence on LIS professionals turnover intention in private university libraries in Osun State, Nigeria. Therefore, there is need to employ appropriate leadership style such as democratic as a means of facilitating acceptance of new ideas from subordinate and their involvement in decision-making process. More importantly, there is need for composition of governing board of the university and entity concept that recommends separation of family from business should be strictly adhered to in running the affairs of the private universities in the state. A major limitation of this study is that it was carried out among Library and Information Professionals in Osun State, Nigeria. Information professional can consider focusing on carrying out similar studies on para-professionals of the academic libraries. These studies would provide holistic picture of the causes on turnover intention among the generality of academic library workforce in the state.

References

- Atanda, I. A. & Adeniran, F. A. (2017). Towards the effective management of private university education in Nigeria, *International Journal of Advanced Academic Research, Arts, Humanities & Education* ,3(3), 7-24.
- Attri, A.K.& Devi, N. (2014). Leadership: Characteristics And Theories. *GALAXY International Interdisciplinary Research Journal*, GIIRJ, 2(3), 30-34.
- Festo, T.N., & Nkote, I. N.(2013). Corporate Governance in Private Universities: Financial Performance Perspective, *Journal of Business Law and Ethics*, 1(1), 1-15.
- Garwe, E. C. & Tirivanhu-Gwatidzo, S. (2016). A Comparison of in University Governing Boards in Private and Public Universities, *International Research in Higher Education*, 1(1), 145-152.
- Gill, H., Ahmed, I., Rizwan, M., Farid, S., Mustafa, M., Saher, S., Bashir, A., & Tanveer, M.A. (2013). The Antecedents of Turnover Intention: A Comprehensive Model to Predict the Turnover intentions, *Journal of Basic Applied & Science Research*, 3(12), 392-402.
- Hijazi, S., Kasim, A.L. & Daud, Y. (2016). Leadership Styles and Their Relationship with the Private University Employees' Job Satisfaction in United Arab Emirates, *Journal of Public Administration and Governance*, 6(4), 110-124.

- Husain, S. W., Siddique, A., Ali, A. A., Ali, M.R., & Akbar, M. (2015). Causes of Employee Turnover Intention: A Study on Banking Industry of Pakistan, *International Interdisciplinary Journal of Scholarly Research*, 1(2), 6-19.
- Idiegbeyanose, J. (2018). An Investigation on the Nexus Between Leadership Style and Job Satisfaction of Library Staff in Private University Libraries South-West, Nigeria, *Library Philosophy and Practice* Retrieved 6 Dec. 2019 from: <https://digitalcommons.unl.edu/libphilprac/1677>
- Jeffrey, P. (2007). Human Resources from an Organizational Behaviour Perspective: Some Paradoxes Explained, *The Journal of Economic Perspectives*, 21(4), 115-134.
- Liu, J. (2016). Study on Corporate Governance Structure of Nonprofit Private Universities based on Good Governance, 5th International Conference on Social Science, Education and Humanities Research, 1621-1624.
- Manktelow, J. (2012). Leadership Style. Mind Tools. Retrieved 2 November 2012.
- Nasereddin, Y. A. & Sharabati, A.A. A. (2016). Universities' Leadership Style in the Light of Governance Principles, *International Review of Management and Business Research*, 5(3) 1092-1114.
- Nwachukwu, J. N., & Okoli, F.C. (2015). Problems and prospects of private ivory towers in Nigeria, *Singaporean Journal of Business Economics and Management Studies*, 4(6), 36-50.
- Odeleye, D.A., Oyelami, O., & Odeleye, O. A., (2012). Private Ownership and Educational Management in Nigeria: Issues and Challenges, *JORIND* 10 (2), retrieved 10 Jan. 2020: www.transcampus.org./journals, www.ajol.info/journals/jorind 223-229
- Odunlami, S. A., Awosusi, O. O. & Awolusi, O. D., (2017). The influence of leadership styles on employees' performance: A study of selected private universities in Ogun State, Nigeria, *Global Journal of Commerce and Management Perspective*, 5-13.
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment, *International Journal of Learning & Development*, 4(2), 242-256.
- Sart, G. (2014). The New Leadership Model of University Management for Innovation and Entrepreneurship, *Eurasian Journal of Educational Research*, 157, 73-90.
- Shah, U., & Khan, J. (2015). An Analysis of the Factors Affecting Turnover Intentions: Evidence from Private Sector Universities of Peshawar, *Munich Personal RePEc Archive* (MPRA), 1-9.