



**Organisational Factors and Employee Turnover Intention in Selected University
Libraries in Nigeria**

Abdullahi A. Bakare

Department of Library and Information Science,
Faculty of Information and Communication Technology,
Kwara State University, Malete
tobayan1@yahoo.com

Shehu O. Ishola

Department of Library and Information Science,
Faculty of Humanities and Social Sciences,
Al-Hikmah University, Ilorin
ibidapoios@gmail.com

Olaoluwa S. Adeagbo

Department of Library and Information Science,
College of Specialized and Professional Education,
Tai Solarin University of Education
segun4ever1@gmail.com

Abiodun O. Odunewu

Department of Library and Information Science,
Faculty of Social Sciences,
Olabisi Onabanjo University, Ago Iwoye
bodunewu@oouagoiwoye.edu.ng

Abstract

Organisational factors that contribute to the high turnover rate in university libraries in Nigeria are partially understood. As a result, the purpose of this study was to investigate influence of organisational factors on employee turnover intention in the selected university libraries in Kwara State. This study used a descriptive survey design with total enumeration sampling strategy. It involved 52 professional librarians from 3 selected universities in Kwara State. Data were collected using a self-designed questionnaire, and results presented using simple frequencies, percentages, means, and standard deviations. Personal reasons ($x=4.16$) ranked highest as the reason for turnover intentions among librarians. Personal life of librarians very greatly suffered because of work ($x=4.16$).

Given additional opportunity, librarians felt they would be more satisfied with more chances for professional and career development ($x=4.22$). Hence professional development opportunity was indicated as the most important determinant of turnover intention in their workplace ($x=4.44$). The study concluded that employee turnover can have serious financial implications for organisations, including the costs of recruitment, training, and lost productivity. By addressing the organisational factors that influence turnover intention, university libraries can improve employee morale, reduce costs associated with turnover, and maintain a stable and productive workforce capable of delivering high-quality services to their patrons in university libraries in Kwara State.

Keywords: Organisational factors, turnover intention, job retention, professional librarians, University libraries

Introduction

Library is an integral part of educational Institutions. University libraries in particular, are at the forefront in the provision of relevant information resources and services to the members of academic community. A university library is an essential information source for enhancing teaching and learning. No university can successfully fulfil its vision without a functioning library system. In this regard, According to Afolabi (2014), a university and its library are interconnected because each is obviously necessary for the other, the primary reason a university and its library are founded together.

According to Onwudinjo (2015), university library exists to function as an appendage to its parent institution in carrying out its mandate. In other words, university libraries are essential elements and catalysts to realizing university's core objectives. They are a kind of academic library with large amount of collections managed by highly professional staff, to provide reference and referral services, information literacy and research assistance to students, lecturers, staff, researchers and the entire personnel in the academic environment, in support of their teaching, learning and research needs.



Just as in every other organisation, the quality of services rendered in the library is a reflection of the expertise of the employee. The level of qualification, experience and expertise of the library staff dictate the kind of responsibilities to be assigned to them. Lockhart and Jamal (2012) opined that academic libraries' workforce constitute its single most valuable resources. There are three categories of staff in the university library including professional, paraprofessional or technical staff and non-professional or administrative staff. The professional staff in particular, are librarians who carry out professional responsibilities in supporting research, training and developing the knowledge economies of nations. They are holders of higher degrees in library and Information science (Eyers and Oladele, 2014).

Keeping large organisations such as university libraries adequately staffed is reliant on a number of factors. For instance, promotion of librarians signifies growth in their career fulfilment, whereas absence of it results in an automatic stagnation, potentially leading to discontent. In the same vein, Employees would leave their job, if their current jobs are not meeting their life expectations, given that they have prospects of finding a better-paying job in similar organisations. (Olusegun, 2013; Omeluzor, 2018). Therefore, organisational factors such as training, promotion, salaries and method of rewarding have roles to play in either lowering or raising the likelihood of turnover intentions in any library organisation. Turnover intention refers to the possibility of an employee leaving their current job (Ngamkroeckjoti, et al, 2012). Regardless of the nature of business, location or size, every organisation takes its employees' turnover intention as a serious concern (Long et al, 2012). Turnover could potentially destabilize certain libraries and reduce their ability to achieve their objectives. One could argue that the university libraries might experience disruptions in service delivery, rehiring, and retraining of new library staff as a result of losing a top qualified librarian. Thus, turnover impacts productivity and the quality of goods and services, making it a crucial human resource issue in all economic sectors (Kumar, 2011).



According to researchers like Shamsuzzoha and Shumon (2013), turnover has been identified as costly and seemingly unsolvable human resource issues that many organisations around the world face. To any organisation, employee turnover costs money more than necessary in personnel selection and training. Additionally, a high employee turnover rate raises workloads, makes work planning challenging, and negatively impacts the motivation of current staff.

To ensure retention of librarians in university libraries, there must be favourable organisational factors and efficient management style. It is not only good to keep material and information resources; human resources must also be kept. When there is no encouragement, inspiration and satisfaction, library personnel will continue to jump from one place to another. This can cause serious disarray and disruption in the operations and services of the library. Hence, to guide against this menace, university management must put a system in place that will ensure retention of the library staff.

Statement of the problem

Every employee desire suitable work environment. The work atmosphere and condition that is not only conducive and paying but is also devoid of pressure, anxiety, duress and threat. Although human wants are insatiable, but there are some basic needs of the employee in terms of favourable working conditions that must be satisfied to ensure their retention in a workplace.

One of the trends observed in some university libraries is that library personnel were moving from one location to the other in a short period of time looking for better grounds. This trend has had a varying negative impact on personnel and the libraries as a whole. Some libraries have been destabilized, making their operations and services disrupted and ultimately rendering them ineffective in accomplishing their goals. Despite this debilitating circumstance, organisational factors that contribute to the high turnover rate in many of



these university libraries are partially understood. As a result, this study aims to find out how organisational factors affect turnover intention of employees in the studied university libraries in Kwara State.

Research questions

The questions formulated to guide the study are as follows:

- i. What are the reasons for turnover intentions of librarians in some university libraries in Kwara State?
- ii. To what extent do librarians experience work life balance in some university libraries in Kwara State?
- iii. What perceived effects does an employee's job satisfaction have on librarians' turnover in some university libraries in Kwara State?
- iv. What constitutes institutional commitment that could influence librarians' turnover in some university libraries in Kwara State?

Review of related literature

Turnover intention is the probability that employee will quit their current position (Ngamkroeckjoti, et al, 2012). It is the process of deciding to leave a job due to a certain circumstance at work. In all economic sectors, turnover is a crucial human resource problem that impacts profitability, productivity, and the quality of goods and services (Kumar, 2011). According to Jha (2009), increased employee turnover can result in significant expenses for recruiting, training, and most importantly, the loss of knowledge previously acquired by the individuals while they were on the job.

In general, turnover can be divided into two categories: voluntary and involuntary. Voluntary turnover is the process by which an employee decides whether to remain or depart from the organisation (Wells and Peachey, 2011). In other words, this is at the discretion of the employee. According to Mobley (1992), employees who are more inclined



to quit an organisation are those with the greatest expertise. As a result, they will leave with their expertise, invaluable knowledge, and broad experiences, resulting in diminished organisational efficiency.

On the other hand, an employee may also be relieved of his responsibilities by the employers. This is involuntary turnover. High employee turnover intention has been linked to detrimental effects on general productivity and growth of an organisation, including libraries (Masenya, Ngoepe & Jiyane, 2020). Among librarians, turnover intentions can lead to a number of negative outcomes, such as decreased morale and productivity, a shortage of qualified and experienced librarians, activity interruption, loss of knowledge, and higher recruiting and training costs.

According to Xiong and Wen (2020), most researchers agree that employees who plan to leave rarely give their all to their current employer. Naturally, they put forth minimal effort at work and typically behave in an unproductive manner. They posited further that librarians who have turnover intentions exhibit ineffective behaviours such as lingering lateness, absenteeism, knowledge hoarding, and poor attitude to work. As a result, high turnover intentions lead to a high turnover rate. Inability to effectively manage employee turnover will inevitably lead to problems for an organisation, including lower service quality, and increased burden for available staff.

Studies have revealed a number of organisational factors affecting turnover rate in university libraries. Job satisfaction is one of the factors. Job satisfaction, according to Lund (2013), is the perceived correlation between actual individuals' desire from their job and what they believe their job offers them. According to Dunne (2017), job satisfaction was found to be significantly correlated negatively with turnover intention. Organisational commitment was identified by Mowday, Porter and Steers (1982) and was defined as a strong desire to stay as a member of an organisation, a readiness to put in the best for it,



and a strong belief to embrace its principles and goals. According to Lin and Chen (2014), organisational commitment is inversely connected to employee turnover intentions. Furthermore, the style of leadership adopted by university libraries affect the employee turnover intention.

A leadership style is the manner a manager employs to carry out their leadership responsibilities. Griffin and Moorhead (2014) described leadership as both a process and a property. Leadership is a process when it employs the application of non-coercive persuasion. Leadership as a property refers to the attributes of someone who is regarded to skillfully employ influence. To lower attrition rate in this highly competitive global setting, an effective leadership style is required (Nanjundeswaraswamy and Swamy 2014). According to Puni, Agyemang, and Asamoah (2016), workers under authoritarian leaders are more likely to have plans to leave their jobs, mostly because the leaders place too much focus on output rather than individuals. On the other hand, employees under democratic leadership are less likely to participate in turnover intentions because of their leaders' approach to collective decision-making process.

Empirical reviews of literature

Mugove and Mukanzi (2018) carried out descriptive research to study the causes of employee turnover at Masinde Muliro University, Masero University, and Kibabii University in Kenya. The goal was to assess job satisfaction as it affects employee turnover among 2274 study participants, using stratified and purposive sampling procedures. Findings revealed a corresponding increase in employee retention by 1.070 for every unit of job satisfaction. In addition, an increase in employee retention resulted from every unit increase in job flexibility by 0.803.

A study by Taye and Getnet (2020) examined how personnel turnover affects organisational performance and effectiveness in Mada Walabu University. The study used a descriptive research design and a semi-structured questionnaire as data collection tool. Convenience



sampling, purposive sampling, and simple random sampling were used to select 425 study participants. Findings demonstrated that the organisation's employee turnover was determined by a number of factors, such as high labour demand, job prospects in the market, unsatisfactory working conditions, a lack of opportunities for career growth and engagement in decision-making.

The aforementioned findings have been supported by studies in other related fields. Similarly, Azharudeen and Andrew (2018) carried out a study on emotional exhaustion and employee turnover intention and findings revealed a favourable association between emotional tiredness and turnover intention. Turnover intention was also found to be influenced by exhaustion, frustration, hard labour, and stress.

Kamau and Mberia (2012) conducted a literature assessment of research published in peer-reviewed journals between 1999 and 2010 to identify the causes of staff turnover in public universities and discovered that financial compensation was the most influential factor in turnover. Sajid and Shaheen (2013) investigated elements that contributed to both high and low levels of motivation among academics in Indian universities, and discovered that workload had a significant impact on academic motivation.

Akinyomi (2016) investigated the causes of labour turnover, implications, and prevention using a descriptive research approach. Findings from the analysis of secondary data indicated that employee turnover was caused by a poor working environment and low salary package in the studied organisations. The survey also indicated that vacancy advertising, interviews, recruitment, and training of the newly recruited were some of the associated costs incurred by the organisation.

Lu, Lu, Gursory and Neale (2016) in a study aimed to investigate influence of employee position on work related variables, used a set of one-way ANCOVAs to assess position differences in work engagement, job satisfaction, and turnover intentions. Findings



suggested that job satisfaction and good leadership style were the critical factors that impacted employee retention or turnover.

Kartono and Hilmiana (2018) used a quantitative approach and a sample size of 233 employees from PD, BPR Rural Banks in the province of West Java to investigate how emotional intelligence can influence an employee's intention to leave. According to the findings, emotional intelligence, which includes social and personal competence, has a beneficial impact on turnover intention through behaviours to choose to look for a new job and leave the previous one. The findings also revealed that employees experiencing emotional weariness are more likely to quit and seek new employment options.

Ability to balance job requirements and the demand at home was also found to affect turnover intention of employee. Oosthuizen, Coetzee, and Munro (2016) investigated the effects of work-life balance and job satisfaction on turnover intentions of 79 employees in a South African IT company. They found that employees had a relatively low level of work-life balance, which had a significantly negative correlation with job satisfaction but positively correlated with turnover intention. This finding indicates that positive or negative work-life balance experiences are a strong predictor of job satisfaction and employee turnover intentions. Jaharuddin and Zainol (2019) in a study found a direct association among work-life balance, job engagement, and turnover intentions, with work-life balance accounting for 24% of the variance. The results of these research generally showed that employees are more engaged and contented with their jobs and are less likely to quit provided there is a better work-life balance.

Methodology

The study used a descriptive survey research methodology with a total population size of 52 professional library personnel from three selected university libraries in Kwara State. The three universities are made up of one private university which is Al-Hikmah University



with 7 professional staff, one state university which is Kwara State University with 15 professional staff and one federal university which is University of Ilorin with 30 professional staff. The entire population was enumerated because of its small size, and the questionnaire used as instrument to collect data from all the 52 professional staff was self-designed.

Out of the 52 copies of questionnaire administered, 45 were returned, making a return rate of 86.5%. The questionnaire was validated by two subject experts. To ensure reliability, the questionnaire was subjected to test using Cronbach Alpha's method and it yielded a value of 0.73. Statistical Package for Social Sciences (SPSS) was used as the statistical tool for analysis, while the data collected were analysed using frequency counts, percentages, mean and standard deviation.

Results of the study

This section reports the results of the analysis of the study.

Answer to Research Questions

Q1: What are the reasons for turnover intentions of librarians in some university libraries in Kwara State?

Respondents were asked to indicate their level of agreements on what they thought as reasons for turnover intentions in their libraries. The result is presented in Table 1.



Table 1: Turnover intentions of librarians

S/N	Statement	SA	A	N	D	SD	MEAN	STD
		F(%)	F(%)	F(%)	F(%)	F(%)		
1	Job dissatisfaction could lead to turnover intention.	16(35.6)	21(46.7)	4(8.9)	4(8.9)	0(0)	4.08	0.90
2	Desire for career advancement opportunities may give rise to intention to leave my current job.	18(40.0)	18(40.0)	6(13.3)	3(6.7)	0(0)	4.13	0.86
3	Working conditions can contribute to turnover intention.	16(35.6)	17(37.8)	8(17.8)	4(8.9)	0(0)	4.00	0.95
4	Personal reasons may drive me to leave my job.	19(42.2)	17(37.8)	6(13.3)	3(6.7)	0(0)	4.16	0.90

SA= Strongly Agreed, A=Agreed, N= Neutral, D=Disagreed, SD=Strongly Disagreed

Table 1 displays the main reasons that might cause librarians to consider quitting their current job. Personal reasons (x=4.16) ranked the highest, followed by career advancement opportunities (x=4.13) and Job dissatisfaction (x=4.08), while working conditions (x=4.00) ranked the lowest.

Q2: What is the extent to which librarians experience work life balance in some university libraries in Kwara State?

Table 2 presents the results on the extent to which librarians experience work life balance in their institutions.



Table 2: Extent to which librarians experience work-life balance

S/N	Statement	VGE	GE	ME	LE	VLE	MEAN	STD
		F(%)	F(%)	F(%)	F(%)	F(%)		
1	My personal life suffers because of work.	14(31.1)	9(20.0)	13(28.9)	6(13.3)	3(6.7)	4.16	0.90
2	I neglect personal needs because of work.	13(28.9)	12(26.7)	11(24.4)	7(15.6)	2(4.4)	3.56	1.25
3	I miss out on personal activities because of work.	10(22.2)	18(40.0)	12(26.7)	5(11.1)	0(0)	3.60	1.19
4	The amount of time I have for non-activities (e.g. for family) is inadequate.	14(31.1)	14(31.1)	12(26.7)	3(6.7)	2(4.4)	3.78	1.10
5	My work does not permit me to properly look after my personal life.	10(22.2)	11(24.4)	14(31.1)	5(11.1)	5(11.1)	3.36	1.26

VGE= Very Great Extent, GE= Great Extent, ME=Moderate Extent, LE= Less Extent, VLE= Very Less Extent

Table 2 revealed the extent librarians' work interferes with their personal life. Most respondents 14(31.1) indicated their personal life very greatly suffers because of work ($x=4.16$). The same number of respondents 14(31.1), but with a slightly reduced mean ($x=3.78$), agreed to a great extent that the amount of time they have for non-work related activities was inadequate. The least of the respondents 10(22.2) agreed to a greatly extent that they missed out on personal activities because of work ($x=3.60$).



Q3: What are the perceived effects of librarians' job satisfaction on librarians' turnover in some university libraries in Kwara State?

Table 3 presents the perceived effects of librarians' job satisfaction on librarians' turnover.

Table 3: Perceived effects of librarians' job satisfaction on librarians' turnover

S/N	Statement	SA F(%)	A F(%)	D F(%)	SD F(%)	MEAN	STD
1.	I am satisfied with my current job role and responsibility.	13(28.9)	26(57.8)	1(2.2)	2(4.4)	4.0	0.93
2.	My work is engaging and allows me to contribute meaningfully to the library's mission.	20(44.4)	16(35.6)	2(4.4)	1(2.2)	4.16	0.98
3.	I find my responsibility fulfilling and aligned with my professional goals.	19(42.2)	21(46.7)	2(4.4)	2(4.4)	4.18	1.01
4.	There are certain tasks that could benefit from additional support and resources to enhance efficiency.	13(28.9)	23(51.1)	3(6.7)	2(4.4)	3.93	1.03
5.	I would appreciate more opportunities for professional development and career advancement.	24(53.3)	13(28.9)	2(4.4)	2(4.4)	4.22	1.08

SA= Strongly Agreed, A=Agreed, D=Disagreed, SD=Strongly Disagreed



Table 3 shows opinions about effects of current job satisfaction on librarians' turnover intention in some selected university libraries in Kwara State. Majority of the respondents 24(53.3) felt that, given additional opportunity, they would appreciate more chances of professional development and career advancement ($x=4.22$). The next majority 21(46.7) simply agreed they found their assigned responsibility fulfilling and aligning with their professional goals ($x=4.18$). However, very few 13(28.9) ranking lowest ($x=3.93$) agreed that there were certain tasks that could benefit from additional support and resources to enhance efficiency.

Q4: What constitutes institutional commitment that could influence librarians' turnover in some university libraries in Kwara State?

Table 4 presents the perceived institutional commitment that could influence librarians' turnover in some university libraries in Kwara State.

Table 4: Institutional commitment on librarians' turnover in some university libraries in Kwara State

S/N	Statement	SA	A	D	SD	MEAN	STD
		F(%)	F(%)	F(%)	F(%)		
1.	Leadership style could influence turnover intention in my institution.	23(51.1)	17(37.8)	1(2.2)	1(2.2)	4.33	0.88
2.	Professional development opportunity is determinant of turnover	21(46.7)	23(51.1)	0(0)	0(0)	4.44.	0.55



	intention in my workplace.						
3.	Collaborative work environment is important factor of turnover intention among librarians in my workplace.	17(37.8)	18(40.0)	1(2.2)	0(0)	4.13	0.81
4.	Remuneration could influence turnover intention in my institution	21(46.7)	17(37.8)	2(4.4)	1(2.2)	4.22	0.95
5.	Recognition and Award would play a factor on turnover intention in my place of work.	15(33.3)	17(37.8)	5(11.1)	2(4.4)	3.84	1.15

SA= Strongly Agreed, A=Agreed, D=Disagreed, SD=Strongly Disagreed

Table 4 shows majority of respondents 21(46.7) strongly agreeing that professional development opportunity is an important determinant of turnover intention in their workplace (x=4.44). Leadership style ranked next (x=4.33) and remuneration (x=4.22) followed as factors that could influence turnover intention in some selected university libraries in Kwara State. However, recognition and award (x=3.84) was ranked the lowest.

Discussions

Findings of the study on research question one revealed that the most prominent reasons why librarians might consider quitting their jobs are reasons personal to them, career advancement and opportunities and job dissatisfaction. This showed that the librarians in



the selected university libraries are likely to quit their current jobs due to reasons best known to them, wanting to advance in their career and not being satisfied with their current job. This finding agrees with that of Mugove and Mukanzi (2018) whose findings suggested that employee retention increased by 1.070 for every unit of work satisfaction. The findings of the study on research question two revealed that librarians' personal lives in the selected libraries are affected by work to a great extent. It was revealed that the nature of the work negatively impacted their personal lives and the amount of time they must devote on non-work-related activities such as family matters was inadequate. This implies that the staff may not have enough time for personal activities because of the period of work allocated to them. Finding by Mugove and Mukanzi (2018) in a previous study showed that there was a 0.803 increase in employee retention for every unit increase in work flexibility. This finding is further corroborated by Akinyomi (2016) in a study, which emphasised the working environment and time allotted to workers as probable additional sources of stress that impair workers' work-life balance.

To Oosthuizen, Coetzee, and Munro (2016), ability to balance job requirements and the demand at home was found to affect turn-over intention of employee. Their findings from a similar study showed the effect of job satisfaction and work-life balance on turnover intentions of 79 in a South African IT company. They found that employees' work-life balance was comparatively low, which showed a positive correlation with turnover intention and a significantly negative correlation with job satisfaction.

The result of the findings on research question three revealed that librarians in the selected university libraries strongly felt that, given additional opportunity, they would appreciate more chances of professional development and career advancement. Most did not believe that certain additional tasks could benefit from additional support and resources to enhance their job efficiency. This finding is in accord with a previous study by Azharudeen and Andrew (2018) whose result indicated that emotional exhaustion and turnover were



positively correlated, and that stress, hard work, fatigue, and frustration are some of the factors that influence turnover intention.

Findings from research question four revealed numerous institutional factors that contribute to turnover intention among librarians in the selected libraries. They are professional development opportunities, quality leadership, and adequate remuneration. This finding is supported by Kamau and Mberia (2012) who identified poor work environment and salary packages as the causes of employee turnover with financial reward as the most important influencing element in some public universities. This finding is also supported by Lu et al. (2016) who implied that job satisfaction and good leadership style are the critical factors that impact employee retention.

Conclusion

Organisational factors such as professional development opportunities, quality leadership, adequate remuneration and management style played a significant role in influencing turnover intention among librarians in the selected university libraries. Specifically, staff of the selected libraries are likely to quit their current jobs based on personal and job-related reasons, such as wanting to advance their career because they are not being satisfied with their current job. The study revealed evidence to suggest inability of the librarians to balance librarians' job responsibilities with personal demands. For instance, their job was taking too much of their time, and this was not allowing them to have time for their family. Most did not believe that certain additional tasks by them could benefit from additional support and resources to enhance their job efficiency.

Employee turnover can have serious financial implications for organisations, including the costs of recruitment, training, and lost productivity. Therefore, it is imperative for university libraries to prioritize the development of organisational cultures that are favourable to employee retention. By addressing the organisational factors that influence



turnover intention, university libraries can improve employee morale, reduce costs associated with turnover, and maintain a stable and productive workforce capable of delivering high-quality services to their patrons.

Recommendations

The following are recommended based on the findings of the study:

1. The management of the institutions should implement flexible work arrangements such flexible scheduling to allow their staff better manage their personal and professional life. University management should encourage and support the use of paid time off and vacation days to help librarians maintain a healthy work-life balance.
2. Motivation is the key to satisfaction, and therefore, management of the selected libraries should motivate their staff through professional development programmes and opportunities, and adequate remuneration.
3. Democratic style of leadership should be adopted by the management of the university libraries so that they can retain their librarians through their attitude.



Reference

- Afolabi, M. O. (2014). The library, the academic life wire of a university system a university wide public lecture delivered on Wednesday, 4th June, 2014 at the university main auditorium, Federal University Oye-Ekiti.
- Akinyomi O. J. (2016). Labour and Turnover: causes and prevention. *Fountain University J. Management and Social Sciences*, 5(1), 105-112.
- Azharudeen NT, Andrew A. (2018). Emotional Exhaustion and Employee Turnover Intention. *Int. J. Res.* 5 (1):227240.
- Dunne, H. (2017). Putting balance into business: Work/life balance as a business strategy for avoiding braindrain. *Strategic HR Review*, 6(6), 28-31.
- Griffin, W., & Moorhead, G. (2014). Organisational behaviour: Managing people and organisations. (11th ed.). South-Western, Cengage Learning.
- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), 7.
- Jha, S. (2009). Determinants of employee turnover intentions. *A review Management Today* 9(2) 26-33.
- Kamau U., & Mberia H. (2012). Retention of staff in public universities. *Scientific Conference Proceedings*
- Kartono & Hilmiana (2018). Job burnout: A mediation between emotional intelligence and Turnover intention. *Jurnal Bisnis dan Manajemen*, 19 (2), 109-121.
- Kumar R. (2011). Turn over issues in the textile industry in Ethiopia: A case of Arba Minch Textile Company. *African Journal of Marketing Management*, 3(2), 32-44.
- Lin, C., & Chen, M. (2014). Career commitment as a moderator of the relationships among procedural justice, perceived organisational support, organisational commitment, and turnover intentions. *Asia Pacific Management Review*, 9(3), 519-38.
- Lockhart, J. & Jamal S. (2012). The effect of library staff training and development on the user experience: a case study of Cape Peninsula University of technology (CPUT). *Proceeding of the IATUL Conference*. Paper 44. Accessed from <http://docs.lib.purdue.edu/iatul/2012/paper44>
- Long S. et al (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian college. *World Applied Sciences Journal* 19 (4), 575-581.



- Lu, L., Lu, A. C. C., Gursay, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary hospitality management*, 28(4), 737-761.
- Lund, D. B. (2003). Organisational culture and job satisfaction. *Journal of Business Industrial Marketing*, 18(3), 219-236. <https://doi.org/10.1108/0885862031047313>
- Masanya, M., Ngoepe & Jiyane, V. (2020). Determinants of turnover intentions of librarians at the City of Johannesburg libraries in Gauteng province, South Africa Johannesburg. *South African Journal of Libraries and Information Science*, 86(1), 73-83.
- Mobley, W. H. (1992). *Turnover: causas, consequências e controle*. Ortiz.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organisation linkages: The psychology of commitment, absenteeism, and turnover. In P. Warr (Ed.), *Organisational and occupational psychology* (pp. 1-30). Academic Press.
- Mugove, A. L., & Mukanzi, C. (2018). Determinants of employee turnover in selected Kenyan public universities. *Journal of Business and Management*, 20(10), 1228.
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014). Leadership styles. *Advances in Management*, 7(2), 1-7.
- Ngamkroekjoti, C., et al. (2012). Determinant factors of turnover intention: A case study of an air conditioning company in Bangkok, Thailand. In Proceedings of the International Conference on Trade, Tourism and Management (ICTTM'2012), 1-10, Bangkok, Thailand.
- Olusegun, S. O. (2013). Influence of job satisfaction on turnover intentions of library personnel in selected universities in South West Nigeria. *Library philosophy and practice*, 914, 1-22. <https://digitalcommons.unl.edu/libphilprac/914>
- Omeluzor, S. U. (2018). Organisational culture variables as factors influencing librarians' turnover intentions in university libraries in South-south and South-east of Nigeria. *Library Philosophy & Practice*. (e-journal). 1693. <https://digitalcommons.unl.edu/libphilprac/1693>
- Onwudinjo, O. T. (2015). Law Journal Collections: Accreditation issues and imperatives for law. *Law Library Philosophy and Practice*, 7(5), 148-152.
- Oosthuizen, R. M., Coetzee, M., & Munro, Z. (2016). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *Southern African Business Review*, 20(1), 446-467.



- Puni, A., Agyemang, B., & Asamoah S. (2016). Leadership styles, employee turnover intentions and counterproductive work behaviours. *International Journal of Innovative Research & Development*, 5 (1).
- Sajid, M. A., & Shaheen, I. (2013). Factors affecting the motivation of academic staff (A case study of University College Kotli, UAJ &K). *International Journal of Business and Management Invention*, 2(1), 105-112.
- Shamsuzzoha, A., & Shumon, H. (2013). Employee turnover-a Study of its causes and effects to different industries in Bangladesh.
- Taye D, Getnet B (2020). The impact of employee turnover on organisational performance: A case study of Mada Walabu University, Bale Robe, Ethiopia and Getnet. *American Journal of Pure Appl. Biosciences*, 2(3), 51-6.
- Wells, J. E., & Welty, P. J. (2011). Turnover intentions: do leadership behaviours and satisfaction with the leader matter? *Team Performance Management*, 17(1/2), 23-40. <https://doi.org/10.1108/13527591111114693>
- Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioural outcomes: The Role of work engagement. *Social Behaviour and Personality*, 48(1), 1-7. doi:<http://dx.doi.org/10.2224/sbp.8609>

