

# **Leadership style and job satisfaction as correlates of turnover intentions among library personnel in private university libraries in South-South, Nigeria**

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## **Abstract**

**Purpose:** The study looked at leadership style and job satisfaction as correlates of the turnover intentions among library personnel in private university libraries in South-South, Nigeria.

**Design/ methodology/approach:** The study used a correlational survey design with 113 library staff as the population. The data collection instrument was a questionnaire created by the researcher. A sum of 103 copies of the 113 copies of the questionnaire were obtained, resulting in a 91.15% response rate. The descriptive statistics of Pearson Product Moment Correlational Coefficient (r) (PPMCC) were utilized to analyse data collected from the study questions.

**Research limitation:** This study is restricted to library staff at private university libraries in Nigeria's South-South region. As a result, public institutions are excluded from the study.

**Key finding (s):** The study found that there is a moderate relationship between leadership styles and turnover intentions of library personnel. This reveals that the attitudes, strategies, approaches, policies, and characteristics of library managers can affect or influence the value and appreciation the library personnel place on the library that they work in. The study also found that there is a negative slight relationship between job satisfaction and turnover intentions of library personnel. This shows that the level of satisfaction employees has in the workplace could determine their desire or intention to quit or transfer their services to other institutions, firms, or organisations.

**Practical implication (s):** The study's findings do have much practical consequences for library personnel, private university management, private university administrators, and library users. The implication is that curtailing and reducing the turnover intentions of library personnel is very important and beneficial in the life of any library.

**Contribution to knowledge's** findings of the study will provide enough facts to assist library managers in making informed decisions regarding factors that predicts turnover intentions.

**Paper type:** Research

**Key word (s):** Leadership style; Job satisfaction; Turnover intentions; Library personnel; Nigeria.

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## **Introduction**

The sustainability and development of a university library as an organisation depends largely on the experience and quality of the personnel in the library. Yet, the employment of library personnel is always hinged on their capacity to render effective service to library users. This portends a huge challenge for human resource managers in libraries especially university libraries who are tasked with the herculean task of providing library and information services to a heterogeneous clientele while retaining an experienced library personnel base. The human resource management challenge may be further heightened in the face of high turnover rates if it exists in these library institutions. The fact is that retaining employees for longer periods of time and reducing employee turnover has become a major issue for human resource managers in many organizations. In view, of this, for any university library to achieve its core value, the state of its university education in terms of quality staff retention is a major parameter. This is because the extent to which the library personnel are effective in information service delivery appears to have implications for university education. Any university library cannot efficiently carry out its functions without the assistance of its workforce. Therefore, the study was inspired by a growth in the percentage of personnel transitioning from private to public organizations.

## **Literature Review**

Library personnel is often considered as the 'powerhouse' of libraries charged with the task of rendering information services to library users for the accomplishment of private or government-owned institutions' educational goals. Izah (2020) stated that library personnel comprise employees that are recruited and are functioning at the library. Professionals, paraprofessionals, and support workers are all included in this study. Librarians, according to the Librarians' Registration Council of Nigeria (LRCN), are professionals with a first degree in Library and Information Science who practice in Nigeria. A librarian is distinguished from any other library staff that is referred to as library assistants, or paraprofessionals. Paraprofessionals, on the other hand, are regarded as library staff with a minimal of a diploma or its equivalent in library science such as library officers and library assistants. Supporting workers are personnel in the library without any qualification in librarianship. These may include cleaners, secretaries, messengers, technicians, etc. (Etim & Udofia, 2011).

Library personnel, therefore, remain an indispensable component of the library. They are essential to the existence of any

library, whether public or private., traditional or virtual libraries. However, many library personnel, especially in private university libraries, change their place of work after just a few years of employment. It has also created a situation where the level of staffing in these libraries is either low or full of library personnel without sufficient experience on the job. This movement of staff from one organization to another, referred to as turnover intention, may harm sustainability and quality of service delivery in any organization.

Turnover intentions may be defined as the pace at which an employee is willing to quit his/ her job for another one for some reason. In line with this, a staff consideration or planning to deliberately leave the establishment very soon or shortly. The prerequisite of a worker to resign from his or her present position is known as turnover intention. (Belete, 2018). Additionally, Ngamkroeckjoti, Ounprechavanit, and Kijboonchoo (2012) said that a staff's turnover intentions refers as a likelihood for any person quitting their place of employment. It has developed into a significant destabilizing force in several organizations. Turnover intention is seen as an antecedent of the actual behavior of leaving the organization (Yang, Pu & Guan, 2019). The turnover of employed library personnel can significantly influence quality service delivery and work performance. That is, turnover intention of library personnel can lead to failed expectations for the library users caused by the inexperienced new library personnel, which results in library users' dissatisfaction. Belete (2018) noted that turnover may affect productivity, customer satisfaction and profitability. For this study, turnover intentions mean employees' personal and voluntary intent to leave the job very soon. There are two types of turnover intentions: voluntary and involuntary. Voluntary turnover is the point at which a worker chooses whether to leave or remain with an employer. This type of turnover intention has a negative influence on the organisation because the employees decide to stay or leave the organization. This kind of turnover is damaging to the organisation in general since the employees that will decide to exit the organisation for another are frequently people that are gifted and productive, who really are hardworking hence awarding the organisation some competitive edge to spur it to push ahead. Whereas an involuntary turnover intention is a decision by an organisation to lay off certain employees. That is, the organisation decides who quits and who stays, and in most circumstances, unproductive staff members are probably impacted; this may introduce genuine competition into the organizational workplace and boost the efficiency of staff and brand. The turnover intention has been a global issue in the organization including the library. It is a major issue because is expensive and

may harm the economy irrespective of its size, location, or kind of company, as both the problem of excessive turnover intention impacts all industries (Long & Thean 2011). Turnover intention results in real turnover; it indicates an employee's chance of resigning from the organisation in the not-too-distant future. The issue of turnover intention in university libraries is worrisome and this is more in the private university library setting, where experience on the job is a critical success factor for effective service delivery. However, it has been discovered that the rate of turnover intention of library personnel in private university libraries in Nigeria may be high (Olusegun, 2013). Private university libraries are peculiar and different from public university libraries. With regards to library personnel globally, occupational variables such as leadership style, job satisfaction and others have been identified as determinants of employee turnover intentions (Anwar & Shukur, 2015; Idiegeyan-Ose, Opeke & Nwokeoma, 2018). However, how these occupational variables determine turnover intentions involving library staff in private university libraries in Nigeria appears to be a subject for further critical scientific investigation.

The effectiveness of the library organization in achieving success depends on leadership style which plays a pivotal role in enhancing workforce productivity. Leadership is the ability to demonstrate, coach, motivate, direct, coordinate your subordinate through achieving organizational goals and also influence employee turnover intentions (Alzubi, 2018). It was emphasized that through supporting personnel, leaders might enhance staff retention while reducing turnover intentions. Leadership style is a pattern or style a leader adopts in the administration of an organisation. Awan and Mahmood (2010) pointed out that leadership style is the method in which a leader conducts himself when resolving organisational challenges. In the same vein, Maaaitah (2018) rightly stressed that Leadership is important in every organization since it is the leaders' behaviour that is held accountable for the organization's operation or improvement. A good leadership style with a goal in contributing significantly also generate more profit and cut down the turnover intention of the employee. Tewari, Gujarathi, and Madulety (2019) agree that when an employer accepts an unsuitable leadership style, it influences employee behavior, which leads to turnover intention. While a proper leadership style helps the organisation attain its objectives and decreases the high incidence of turnover intention.

Studies has demonstrated that a variety of leadership styles may be used in the management of organisation (Ntenga & Awuor, 2018; Tewari, Gujarathi & Madulety, 2019& Awan and Mahmood, 2010) some of these styles are autocratic, democratic and laissez fair.

Others also classified leadership styles as transactional and transformational. Autocratic leadership style is the kind of a leader who makes all the rule and regulations on his or her own; this style of leadership is sometimes known as oppressive or authoritarian, and it entails the management maintaining much more control and judgment capacity as necessary. In an authoritarian leadership style, the leader establishes policies and allocates responsibilities to other workers even without engaging anyone; they also place a high premium on rules and regulations, as well as incentives and penalties, as motivational tools in the organization. Subordinates do not dispute the leader's directives, and no collective decisions are made. The leader streamlines decision-making authority and directs work in more particular ways rather than in broad strokes (Dotse & Asumeng, 2014). They also supervise all parts of the activities in an autocratic leadership style; they specify what objectives they really want accomplish and how to attain these objectives, if they are key objectives or few ones. (Syahrin, 2020).

Notably, authoritarian leadership style fosters antagonistic attitudes and disputes, distort and guards' communication, and results in high turnover, absenteeism, and low productivity, as well as a negative impact on work quality (Gustainis, 2014). According to Dotse and Asumeng (2014), an employee's impression of an authoritarian leadership atmosphere is probable to result in a sense of work insecurity, which results in the intention to resign (turnover) and finally turnover behaviour. However, Ram and Prabhakar (2010) stated in their study published in *Essays* (Nov 2018) that an authoritarian leadership style is significantly associated with work unhappiness and employee turnover. On the other side, democratic leadership styles have a significant impact on employees' organizational dedication and productivity. This leadership style is centred on results and individuals (Puni, Ofei, & Okoe, 2014). Democratic leadership style places a premium on member and manager involvement in the creation of principles that act as guides for organisational functioning.

Under democratic leadership style, the director considers the members' views and recommendations in addition to his or her own. It is a human relationship strategy that views all group members to be key participants to the conclusion that attempts to improve the quality of the decision. Democratic leadership not only improves work happiness by incorporating employees, but it also assists in the development of people's abilities and fosters collaboration. Puni, Agyemang, and Asamoah (2016) argue that democratic leadership concentrates on personalities and encourages group participation. Group members share leadership responsibilities, and the leader is a

team member. Likewise, democratic leadership is distinguished by openness, generosity, and a concern on participation. Additionally, Anyaoku, Osuigwe and Oguaka (2015) characterized this leadership style as friendly, collaborative, and trusting in others.

The fundamental basis underlying democratic leadership is that all individuals are naturally reliable, honest, and like commitment and difficult work; therefore, democratic leadership fosters organizational settings that encourage cooperation and excellent accomplishment. And satisfaction. Democratic leadership styles are claimed to reduce turnover intentions; for example, employees' preferences and propensity to stay in the business significantly contribute to workforce stability and organizational success. This option, however, is practical and realistic only if employees are pleased with the leadership style used in the business. As a result, personnel in both private and public businesses are far more likely to stay when managers instil dignity, confidence, and belief in them, consider them as better people, and convey high expectations, all of which are characteristics of transformational leaders. (Ntenga & Awuor, 2018). While democratic leadership may appear to be comparable to laissez-faire leadership, they are fundamentally different and may have a distinct influence on employees' turnover intentions.

True laissez-faire entails "non-leadership," with the leader exerting minimal influence on the group. Laissez-faire, in its original French form, alludes to the "hands-off, let things ride" mindset. According to popular belief, laissez-faire leaders abandon responsibility, offer no feedback, make delayed judgments, and are uninterested in supporting followers in achieving organizational needs (Northouse, 2013). Typically, this style of leader enables his or her subordinates or staff to make decisions and carry out duties in whichever manner they deem appropriate and acceptable. Almost definitely, a laissez-faire leadership style does not exist as a functional norm. When employees are highly talented, experienced, and educated; they enjoy their work and are motivated to succeed on their own when other professionals, such as staff expertise or specialists, are brought in, and eventually, when individuals are reliable and experienced it enhances job performance (Puni, Agyemang & Asamoah, 2016; Dotse & Asumeng, 2014).

Job satisfaction is the degree of fulfilment that workers have with jobs. (Effiong & Philip, 2018). The internal state of work attributes to employee attitudes about their jobs which can vary from excessive pleasure to severe displeasure. Shah and Jumani (2015) rightly stated that job satisfaction is the employee's final feeling about their work. It refers to the emotional feeling of fulfilment after

the performance of the task. Job satisfaction influences the turnover intention of workers including library personnel. Studies have demonstrated that fulfilled staff whose job satisfaction is high are probably going to remain and keep working for the organisation, and, simultaneously, disappoints workers that are probably going to think about turnover intentions.

Based on previous research, it appears that job satisfaction may influence turnover intentions as well as mediating influence via work engagement” (Husain, Siddique, Ali, Ali, & Akbar, 2015). Job satisfaction is one of the occupational variables predicting turnover intention among library personnel and it’s an important phenomenon. The magnitude towards which employees really like and detest their work is determined by job satisfaction, which is describe as a favourable mindset toward one's employment. Quality of work life is an individual's sense of achievement toward his or her job when they recognize that it helps them achieve their goals. To be prosperous, the organization must always ensure the happiness of its personnel. Library personnel is also subject to problems of dissatisfaction at work environment and also, they may not be committed to their job if they are not satisfied with their job. It must be noted that most of the library personnel in private universities are underpaid. Kaya (1995) lamented that a librarian who is unable to obtain adequate compensation would encounter difficulties supporting his or her family. It is more damaging when library personnel are dissatisfied in an institution. Library personnel's satisfaction is also appearing to be strongly connected to users' satisfaction in the library, that’s also because an employee's commitment is a valuable asset in a library. Hence, increased commitment improves employees’ job satisfaction, motivation, and reduces turnover. Lower job satisfaction has related to high staff turnover.

Furthermore, Anwar and Shukur (2015) stated that improving job satisfaction is significantly associated with a low turnover rate. The current shortage of library personnel and high turnover is of great concern in private Universities in Nigeria because of its impact on efficiency and effective service delivery. It is a simple fact that staff with the satisfied job would perform better to achieve the organisational goal, moreover, satisfied library personnel is needed in private university libraries for effective performance (khan, Rehman, & Rehman, 2013). Job satisfaction is multidimensional and complex for library staff because library personnel who are comfortable with their work are far more likely to be committed to their profession. Job satisfaction is achieved when the workers are happy with their jobs and satisfied library personnel would lead to good job performance which includes effective service

delivery, research, and writing. In addition, satisfied librarians would perform better and be more committed to their job, also the ability to withstand any challenges. Job satisfaction helps the organization to achieve its goals because it influences many aspects of work-life such as pay, promotion, work benefits.

### **Hypotheses**

For the study, the following null hypotheses were established and examined at a 0.05 level of significance:

- 1 There is no significant relationship between job satisfaction and turnover intentions of library personnel in private university libraries in South-South, Nigeria?
- 2 There is no significant relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

### **Methodology**

This study employed a correlational survey methodology. Correlational study seeks to uncover factors that have persistent correlations with each other. The research was conducted in the South-South geopolitical zone, Nigeria. It would be restricted to the six states that comprise Nigeria's South-South geopolitical zone, respectively Akwa-Ibom State, Bayelsa State, Cross-Rivers State, Delta State, Edo State, and Rivers State. The study's population included all 113 library workers working in the libraries of the fourteen (14) private universities in South-South Nigeria (Source: NUC, and administrative offices of the libraries). There were thirty-nine (39) librarians, forty-six (46) paraprofessionals, and twenty-eight (28) support personnel in this group. There was no sampling and all private university libraries were used. The primary research tool used in this research was a questionnaire. All null hypotheses were analyzed using standard linear regression analysis at the 0.05 level of significance. The null hypothesis was rejected, and the alternative hypothesis accepted when the calculated value was less than the probability level (0.05). In contrast, the null hypothesis was accepted when the calculated value was greater than the probability level (0.05). The Statistical Package for the Social Sciences (SPSS) version 21 was used for all analyses.

### **Results and Discussion**

Data were analysed, summarized, and provided in accordance with the study's null hypotheses.



**HO<sub>1</sub>:** There is no significant relationship between job satisfaction and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

*Table 1: Standard Regression Analysis of the Relationship between Job Satisfaction and Turnover Intentions of Library Personnel*

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	1162.647	1	1162.647	24.282	0.00	Rejected
Residual	4836.072	101	47.882			
Total	5998.718	102				

*df = of freedom, Sig = Level of Significance p 0.05, F = F-ratio*

Table 1 demonstrates that the F-ratio of 24.282 achieved is significant at the 0.00 level. Since 0.00 is less than the 0.05 probability level chosen for the research, the null hypothesis was rejected. As a result, it is possible to conclude that there is a significant relationship between job satisfaction and turnover intentions of library personnel in private university libraries in South-South Nigeria.

**HO<sub>2</sub>:** There is no significant relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

*Table 2: Standard Regression Analysis of the Relationship between*

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	1286.478	1	1286.478	27.574	0.00	Rejected
Residual	4712.240	101	46.656			
Total	5998.718	102				

*Leadership Styles and Turnover Intentions of Library Personnel*

Table 2 indicates that the F-ratio of 27.574 generated is significant at the 0.00 level. Considering 0.00 is less than the 0.05 probability level selected for the study, the null hypothesis was

rejected. In accordance with this finding, job satisfaction has a significant relationship with library personnel turnover intentions in private university libraries in South-South Nigeria.

### **Conclusion**

The study looked at leadership style and job satisfaction as predictors of turnover intentions in private university libraries in Nigeria's South-South region. The study was prompted by an increase in the number of workers transitioning from private to public institutions. The purpose of this research was to establish factors that impact or anticipate turnover intentions of library personnel. According to the research findings, there is a negative slight relationship between job satisfaction and library employee turnover intentions. This means that employees' degree of pleasure at work may influence their desire or intention to resign or transfer their services to other institutions, corporations, or organizations. Findings also revealed a moderate relationship between leadership styles and library personnel turnover intentions, implying that if management hires librarians with democratic leadership styles, charisma, and good leadership qualities, the library personnel working under them will be more likely to stay. Specifically, employees who believed their leaders to be democratic in their leadership style indicated lower turnover intentions than those who assessed their leaders to be authoritarian in their leadership style. Also, employees who reported high levels of job satisfaction had lower turnover intentions than those who reported low levels of job satisfaction. It also emphasizes the significance of leadership style and job satisfaction in determining employees' intentions to leave an organisation. As a result, library management should prioritize developing a work environment that promotes employee job satisfaction, increases employee engagement, and promotes good leadership styles that inspire and drive staff to achieve organizational goals. On the basis of the factual findings presented in this research, it is reasonable to assume that job satisfaction and leadership style are the defining variables for the durability and retirement of quality library personnel in private university libraries in South-South, Nigeria. As a result, this study has added to the body of knowledge on leadership style and job satisfaction as predictors of turnover intentions among library personnel in private university libraries in Nigeria's South-South region.

### **Recommendations**

In line with the findings of the study and the implications of the findings, the following recommendations were made to help

manage and reduce turnover intentions of private universities' library personnel:

The private university library management should ensure that employees are satisfied with their job roles, compensation, and overall job satisfaction. This might be accomplished through providing competitive compensation and incentives, opportunities for career advancement, promoting work-life balance, and cultivating a pleasant work culture. They should ensure that the issue of staff confidence, employees morale and individual initiatives into consideration so as to boost their job satisfaction and decrease their turnover intentions;

The private university management should properly scrutinise and ensure that only library managers with democratic leadership qualities, flair, and skills are employed to manage their libraries to ensure reduced turnover intentions. Democratic leaders inspire and motivate employees to achieve their goals and create a positive work environment. They should also provide support and mentorship, This will increase their job satisfaction and reduce the likelihood of turnover intentions which increases employee job satisfaction and reduces turnover intentions.

Finally, private university management should conduct exit interviews to gather feedback from employees who are leaving the organization. This feedback can help identify the reasons for turnover intentions and provide insights for improving leadership style and job satisfaction.

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