LAFIA JOURNAL OF LIBRARY AND INFORMATION SCIENCE
Volume 1, Number 1, 2022.
https://lalibjournals.org/index.php/LJLIS
ISSN: Print - 2814-0702, Online - 2814-0710
(LJLIS)

INFLUENCE OF LEADERSHIP STYLE AS OCCUPATIONAL VARIABLES ON LIBRARY PERSONNEL TURNOVER INTENTIONS IN PRIVATE UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA

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Abstract
The study investigates influence of leadership style as occupational variables on library personnel turnover intentions in private university libraries in South-South of Nigeria. The study adopted correlational survey design. The population of the study was 113 library personnel that comprised 39 professionals, 46 paraprofessionals, and 28 support staff. The instrument used for data collection was researcher developed questionnaire. To ensure the reliability of the questionnaires, the instruments were trial tested using Cronbach Alpha to establish the internal consistency of the items and yielded an overall reliability score of 0.87. The on-the-spot mode was adopted in the collection of data. A total of 103 copies of the 113 copies of questionnaire were retrieved which amounted to 91.15% return rate. The descriptive statistics of Pearson Product Moment Correlational Coefficient (r) (PPMCC) were used to analyse data derived from the research questions. Linear regression analysis was used to test the null hypotheses at a 0.05 level of significance. The result shows that there is relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.46. This obtained (r) indicates that there is a positive medium relationship between leadership styles and turnover intentions of library personnel. The findings show that there is a high relationship (r = 78) and significant relationship (0.00 < p 0.05) between occupational variables and turnover intentions of the library personnel. The study recommends that private university library 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.

Keywords: Private university libraries, leadership style, occupational variables, turnover intentions, library personnel, South-South, Nigeria.

Introduction
University libraries have long been considered as the epicentre of learning at universities because they provide both information resources and learning spaces that enable all stakeholders in the institution environment to accomplish their mandates and, ultimately, the university's mission. The university library, long regarded as the 'heart of the institution,' provides access to materials that support learning, teaching, and research (Onye, 2016). According to Alexander (2020), a library is a collection of knowledge, materials, resources, and services collected and preserved for the

purpose of utilization by a public body, institution, or private individual. The library is a well-established and well-organized component of a university with a clearly defined goal to provide important and current information resources. (Omeluzor, Dolapo, Agbawe, Onasote & Abayomi, 2017). It is the cause for the library's existence.

Unarguably, university libraries are primary agents of education and training and they have vital roles to perform in the development and growth of the university. Accreditation of courses of study is emphatically impossible without the university library. Nevertheless, the university library cannot effectively carry out its duties in any university without the support of its personnel. It was in the light of this, that Uzuegbu and Arua (2012) stated that the ability of the university library, especially in private universities, to perform its duties as a key stakeholder in the education sector depends heavily on the competence of library workers. The recruitment and retaining of quality personnel in university libraries have been linked to the effectiveness of library operations (Aboyade & Aboyade, 2017). The funding model that distinguishes public and private university libraries is their funding model. While state or federal governments pay the majority of public university libraries, private university libraries are generally supported by endowment money and student tuition fees. In private university libraries, the turnover rate may be higher than public university libraries because of wage disparities; and low salaries. Besides, due to the high cost of tuition fees, greater demands and expectations are required in the delivery of services to clients, library clienteles inclusive. This may lead to greater work pressure and workloads which may stimulate turnover intentions of library personnel (Idiegbeyanose, 2018). The university library cannot effectively carry out its duties in any university without the support of its personnel.

Personnel are people employed and working in an organisation. Beach (2015) stated that personnel are individuals or groups of individuals brought together to fulfill an organization's distinct purpose. This is a staff role within a corporate organization tasked with the responsibility of recruiting and retaining a cooperative, dedicated, and creative workforce.

Library personnel is often regarded as the ‘live wire’ of libraries charged with the task of rendering information services to library users for the accomplishment of private or government-owned institutions' educational goals. Etim and Udofia (2011) stated that library personnel include workers that are employed and are working in the library. In this study, they include professionals, para-professionals, and supporting staff. Actually librarians, as defined by the Librarians' Registration Council of Nigeria (LRCN, 2014), are professionals with a minimum of a first degree in Library and Information Science that practice in Nigeria. A librarian is distinguished from other library staff that is referred to as library assistants, or para-professionals. Para-professionals, on the other hand, are regarded as library staff with a minimum of a diploma or its equivalent in library science such as library officers and library assistants. Supporting staff are workers in the library without any qualification in librarianship. These may include cleaners, secretaries, messengers, technicians, etc. (Etim & Udofia, 2011).

The library staff is the primary connection between users and the information resources accumulated through generations; they play a larger role in the provision of information, its processing, organization, and distribution to society (Oriogu, Ogbuiyi, Etu, & Umahi, 2015). Library employees provide resources and services related to libraries and information to all library customers, staff, and students. They provide a variety of resources and services to its clients, including books, periodicals,

information and reference services, lifelong learning, cultural and social programs, special services, internet materials, and host of other resources and services. Library personnel, therefore, remain an indispensable component of the library. The library whether private, traditional or virtual cannot exist without them whether government 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 an employee's turnover intention relates to the likelihood of a person quitting their place of employment. Turnover intention is the frequency with which an employee expresses a desire to quit one organization for another for various reasons. It has developed into a significant destabilizing force in a number of organizations. Turnover intention is seen as an antecedent of the actual behaviour of leaving the organisation (Yang, Pu & Guan, 2019). The turnover of employed library personnel can significantly influence quality service delivery and work performance. That is, turnover of library personnel can lead to unmet 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, product, and profitability. For this study, turnover intentions mean employees' personal and voluntary intent to leave the job very soon. It refers to workers who are contemplating or thinking of leaving a job or organisation with the intention of actually quitting the job or organisation.

Notably, some demographic factors that lead towards turnover intention have also been identified by other studies (Omeluzor, Dolapo, Agbawe, Onasote & Abyomi, 2017; Saraih, Aris, Sakdan & Ahmad, 2017). These variables are age, gender, marital status, education, experience among others. For instance, apart from demographic variables, there are other occupational factors associated with turnover intentions. They are called occupational variables. Occupational variables are variables associated with or related to the job or a profession. Occupational variables include, but are not limited to, job satisfaction, leadership style, work environment, motivation, organisational culture, and job performance. These variables have been suspected to correlate with turnover intentions.

With regards to library personnel globally, occupational variables such as leadership style 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.

Invariably, excellent leadership is essential for an oganisation's commitment, staff retention, performance, and productivity in the organization. Perhaps, the need for eligible leaders with effective leadership skills is needed in the library to achieve organisational goals. In addition, Gustainis (2014) defined leadership style is the way and method of offering guidance, executes a plan, and motivates others. Leadership

style is described in this work as a method adopted for providing guidance, implementing operational strategies, and motivating employees. It includes the leader's behaviour patterns. A leader with insufficient leadership skills will be exhausted and might not be able to achieve the organisational goal, which in turn decreases satisfaction among subordinates and increase turnover intention. However, employees that are satisfied with their leadership style are often prone to show greater intention to stay on their work. There are several leadership styles including autocratic leadership, democratic leadership, laissez-faire, etc. Each of these styles has its own negative and positive effect on the overall organisational culture of the library which in the long run could influence turnover intentions in the library (Ntenga & Awuor, 2018).

Statement of the Problem

Numerous researches had also been carried out on occupational variables and turnover intentions in libraries in Nigeria and all over the world, with major emphasis on librarians in university libraries, however, to the researcher 's understanding little if any recent study had specifically looked into influence of leadership style as occupational variables and turnover intentions in private university libraries and which this observation is worrisome.

During a pre-survey and from the researcher's experiences, it was observed that library personnel in private university libraries are transferring their services and making attempts to leave their libraries whenever there are recruitment opportunities or openings in state government and federal government-owned institutions due to poor leadership style that is manifested by the leaders. For instance, the researcher observed in her place of work that some of the staff often take permission or sneak out to attend job recruitment aptitude tests and interviews in state government and federal government-owned institutions. More so, the researcher experiences some of her colleagues in other private university libraries in the zone complain about unsupportive leadership and their intentions to migrate to other institutions. These observations are evidence that turnover intentions in the zone are growing tremendously base on bad leadership behaviour.

Based on the observations, the majority of private university library staff tend to lack better sense of control schedules, more opportunities for personal growth, and a broader scope for project execution. This may be because the management of the majority of private organizations, including private university libraries, frequently supervises their workers' job tasks with the ultimate goal of requiring job dedication. Therefore, this study aims to investigate how leadership style as occupational variables determine turnover intention among library personnel in the private university libraries in South-South, Nigeria.

Objectives of the Study

Specifically, the specific objectives were to determine,

1. Leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria.
2. Relationship between occupational variables and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Research Questions

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

1. What is the relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria?
2. What is the relationship among occupational variables and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

Hypotheses

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

1. There is no significant relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria.
2. There is no significant relationship among occupational variables and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Methodology

This study adopted a correlational survey design. The correlational design establishes the type of relationships that exist between or among two or more variables. The purpose of correlational research is to identify variables that have consistent relationships with one another. The study was conducted in the South-South, geo-political zone Nigeria. Geographically, South-South refers to areas located in the Delta region of the Nigerian geographical arrangement. It will be limited to all the six states which make up South-South, geo-political zone Nigeria, namely, Akwa-Ibom State, Bayelsa State, Cross-Rivers State, Delta State, Edo State, and Rivers State. The choice of using South-South, Nigeria emanated from the fact that the region is relatively one of the geopolitical zones in Nigeria with over fourteen (14) private Universities. Moreover, based on observation most studies on private Universities in Nigeria focus on South-West, Nigeria. The population of the study comprised all one hundred and thirteen (113) library personnel working in the libraries at the fourteen (14) private universities in South-South, Nigeria (Source: NUC, and administrative offices of the libraries). This population comprised thirty-nine (39) librarians, forty-six (46) paraprofessionals, and twenty-eight (28) supporting staff. All private university libraries were utilized and no sampling was done. The main research instrument for this study was questionnaire. The descriptive statistics of Pearson Product Moment Correlational Coefficient (PPMCC) (r) was used to analyse data for all the research questions. The result is calculated and interpreted from -1 to +1 using the 5-way guide by Nwana in Nworgu (2015) as follows:

0.00 - .20 = very low relationship;
Above 0.20 - .40 = low relationship
Above 0.40 - .60 = medium relationship
Above 0.60 - .80 = high relationship
0.80 and above = very high relationship

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

Discussion of Findings

Data were analysed, summarized, and presented in line with the research questions that guided the study.

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

Table 1: Pearson's Correlation Co-efficient Analysis of the Relationship between Leadership Styles and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	r	R^2
Leadership Styles	38.32	6.022	103	0.46	0.21
Turnover Intentions	27.20	7.669	103		

Table 1 shows the result of the relationship between leadership styles and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.46. This obtained (r) indicates that there is a positive medium relationship between leadership styles and turnover intentions of library personnel. This finding indicates that the turnover intentions of library workers increase or decrease depending on the leadership style of the library managers. The table results also show that the coefficient of determination (R2) associated with the correlation coefficient (r) of 0.46 is 0.21. This means that 21 % of leadership styles can predict the intentions of library workers to leave. In line with this finding Saliu, Wankasi, Eromosele, and Oladimeji (2018) found that there is a high relationship between leadership styles and library personnel job performance and their turnover intentions; Shafique, Kalyar, and Ahmad (2018) found a positive medium relationship between leadership styles and the employees' turnover intention. This finding implies that attitudes, strategies, approaches, policies, and characteristics of library manages can affect or have an effect on the value and appreciation the library personnel have on the library that they work in. A library staff who may have been considering moving to another library could make a U-turn when a library manager with a democratic leadership style takes over the leadership of the library. Conversely, library personnel who have enjoyed rendering their services to a particular library might consider transferring to another library when the leadership approach of the library manager is not friendly and encouraging.

HO_1: 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 Leadership Styles and Turnover Intentions of Library Personnel

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**				

Table 2 shows that the obtained F-ratio 27.574 is significant at the 0.00 level. The null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. Based on this result, therefore, it can be stated that job satisfaction has a significant relationship with library personnel's turnover intentions in private university libraries in South-South, Nigeria.

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

Table 3: Pearson's Correlation Co-efficient Analysis of the Relationship between Occupational Variables and Turnover Intentions of Library Personnel

Variable	Mean	Std	N	R	R^2
Occupational Variables	43.07	8.254	618	0.78	0.54
Turnover Intentions	27.20	7.638	618		

Table 3 shows the result of the joint relationship between occupational variables and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.78. This is an indication that there is a high relationship between occupational variables and the turnover intentions of library personnel. In essence, the occupational variables could instigate the library personnel to consider quitting their job or encourage them to be committed to their job in the private university libraries. It also indicates that the coefficient of determination (R2) associated with the correlation coefficient (r) of 0.78 is 0.54. This indicates 54% of occupational variables can predict the turnover intentions of library personnel in the libraries.

HO_2: There is no significant relationship between occupational variables and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 4: Standard Regression Analysis of the Relationship between Occupational Variables and Turnover Intentions of Library Personnel

Model	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig**	**Decision**
Regression	12451.311	1	12451.311	325.815	0.00	Rejected
Residual	23541.000	616	38.216			
Total	35992.311	617				

Table 4 shows that the obtained F-ratio 147.403 is significant at the 0.00 level. Therefore, the null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. It, therefore, could be inferred that occupational variable have a significant relationship with the library personnel's job performance in private university libraries in South-South, Nigeria.

Conclusion

The study covered influence of leadership style as occupational variables turnover library personnel turnover intentions in private university libraries South-South, Nigeria. The study was necessitated by the increase in the number of workers moving from private institutions to government institutions due to poor leadership style. The aim of this research was to ascertain variables that influence or predict turnover intentions of library personnel. It is imperative to understand and unravel the variables that influence or predict turnover intentions is an issue that needs to be addressed for the retention of quality staff in private university libraries in South-South, Nigeria.

Findings of the study indicated that there is a medium relationship between leadership styles and turnover intentions of library personnel, this implies that if the management employ librarians who possess democratic leadership styles, charisma, and good leadership qualities, the library personnel working under them will be relaxed and confident in carrying out their job duties leading to effective services. Also finding on the relationship between occupational variables and turnover intentions of library personnel has far-reaching practical implications on the library personnel. The implication is that if private university libraries create better working conditions, welfare packages, provide adequate working tools, and ensure that unforeseen occurrences are handled effectively, the turnover intentions of the library personnel will likely reduce to the barest minimum in the private university libraries.

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

Recommendations

1. 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.
2. The university management should create a convivial working environment and atmosphere by providing adequate working tools, library aesthetic facilities, ergonomic facilities, and ensure rich welfare packages for the library personnel.

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