

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

April 2013

Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria

Solomon Oyetola Olusegun

Ladoke Akintola University of Technology, solomonoyetola@yahoo.com

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



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

Olusegun, Solomon Oyetola, "Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria" (2013). *Library Philosophy and Practice (e-journal)*. 914. <https://digitalcommons.unl.edu/libphilprac/914>

Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria

Mr. Oyetola Solomon Olusegun
Olusegun Oke Library
Ladoke Akintola University of Technology
Ogbomoso, Oyo State, Nigeria
solomonoyetola@yahoo.com

Mr. Oyetola Solomon Olusegun is a holder of Master of Library and Information Studies (MLIS) from the University of Ibadan. He is currently a Librarian 11 in the Olusegun Oke Library of Ladoke Akintola University of Technology (LAUTECH), Ogbomoso, Oyo State, Nigeria.

Abstract

Retention and productivity levels of the existing workforce are an essential concern in human resource management. Employee turnover is one of the most studied topics in organisational psychology and is of interest to other professionals, including personnel researchers and managers of organisations. Employees became dissatisfied with their job because of poor condition of service and lack of motivational strategies on the part of the employer. It is against this background that this research examines the influence of job satisfaction on turnover intentions of library personnel in some public Universities in South West Nigeria.

Research questions as well as hypotheses were formulated as the means of data collection. Descriptive research design of the *ex-post facto* type was adopted for the study. The target population comprises of professionals and library officers from public Universities in South West Nigeria. Total enumeration technique was used to cover the study population of two hundred and thirty three (233) respondents working in ten selected public (Federal and State) Universities in South West Nigeria. Demographic information, job satisfaction and Turnover Intentions questionnaire (DIJSTI) scale was used in the study. Job motivation scale developed by John Smith (2004) with reliability coefficient of 0.81, job satisfaction scale with reliability coefficient of 0.95 as well as turnover intentions scale by Viator (2001) with reliability coefficient of 0.86 using cronbach-alpha method were used for data collection. Out of the two hundred and thirty

three (233) copies of the questionnaires that were administered, two hundred and twenty six (226) copies or 97% were returned and valid for analysis. Data collected were analyzed using percentages, mean, standard deviation, Pearson's product-moment correlation coefficient and multiple regression analysis methods.

The result of the study shows that the linear combination effect of job satisfaction and turnover intentions was significant ($F(2,223) = 20.846$; $R = 0.397$; $R^2 = 0.158$; Adj. $R^2 = 0.150$; $P < 0.05$). Also, there are significant relationships between job satisfaction and turnover intention. The study also reveals that there was no significant difference in the turnover intention of library personnel by their place of work (i.e. Federal and State Universities).

The study discusses ways of improving job satisfaction of library personnel in public universities in South West Nigeria. It is therefore recommended that Public Universities should design developmental programmes that would focus on greater motivation of workers so as to reduce their turnover intentions. Job satisfaction policies should be formulated to reduce employee's turnover intentions.

Background of the Study

A characteristic of organisations in the 21st century is the continuous and rapid pace of change. Volatile free market economic environments, rapidly changing technologies, global competition, workforce diversity, and new organisational structures are some of the challenges an organisation faces. Organisations may differ in the priority they attach to the human resource component, in their efforts toward achieving high productivity and competitive advantage, yet they all recognize the value of a qualified, motivated, stable, and responsive team of employees (Huselid, 1995).

Retention and productivity levels of the existing workforce are an essential concern in human resource management. Employee turnover is one of the most studied topics in organisational psychology (Mitra, Jenkins and Gupta, 1992) and is of interest to other professionals, including personnel researchers, and managers of organisations (Mobley, Griffeth, Hand and Meglino, 1979).

Literature Review

According to Tella, Ayeni and Popoola (2007), the management of people at work is an integral part of the management process. To understand the critical importance of people in the organisation is to recognize that the human element and the organisation are synonymous. A well-managed organisation usually sees an average worker as the root source of quality and productivity gains. Such organisations do not look at capital investment, but at employees, as the fundamental source of improvement. An organisation is effective to the degree to which it achieves its goals. An effective organisation will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

In order for an organisation to be successful they must continuously ensure the satisfaction of their employees. Job satisfaction is defined as “an individual’s reaction to the job experience” (Berry, 1997). There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way a person feels about his/her job. These components include the following: pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. Each of these factors figure into an individual’s job satisfaction differently. One might think that pay is considered to be the most important component of job satisfaction, although this has not been found to be true. Employees are more concerned with work in an environment they enjoy.

Job can be influenced by variety of factors like quality of one’s relationship with the supervisor, quality of physical environment in which one works and the degree of fulfillment in one’s work.

Positive attitudes towards job are equivalent to job satisfaction where-as negative attitudes towards job have been defined variously from time to time. In short, job satisfaction is determined by a person’s attitude towards job.

Job satisfaction is an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job-their evaluation

may rest largely upon one's success or failure in the achievement of personal objective and upon perceived combination of the job and combination towards these ends.

According to Pestonejee, job satisfaction can be taken as a summation of employee's feelings in four important areas. These are:

- (1) Job - nature of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment and machines and tools.
- (1) Management supervisory treatment, participation, rewards and punishments, praises and blames, leaves policy and favouritism.
- (2) Social relations – friends and associates, neighbour, attitudes towards people in community, participation in social activity, sociability and caste barrier.
- (3) Personal adjustment - health and emotionality.

Job satisfaction is an important indicator of how employees feel about their job and predictor of work behaviour such as organisational citizenship absenteeism, turnover.

Job satisfaction benefits the organisation includes reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. Job satisfaction is also linked with a healthier work force and had been found to be a good indicator of longevity.

Job satisfaction is not synonymous with organisational morale, which the possessions of feeling have being accepted by and belonging to a group of employees through adherence to common goals and confidence in desirability of these goals. Morale is the by - product of the group, while job satisfaction is more an individual state of mind.

Job satisfaction describes how contented an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social

relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organisations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

Satisfaction refers to an individual subjective evaluation of the quality of any relationship. According to a social exchange perspective, satisfaction depends on two factors: the outcomes we receive from the relationship and our general comparison level. (Rusbult, 1980, 1983). One is satisfied if a relationship is profitable, that is, if the rewards of the relationship exceed the costs incurred. One is also satisfied if a relationship compares favourably to one's hopes and expectations. Perceptions of fairness also affect satisfaction: even if a relationship provides many benefits, one may not be fully satisfied if one believes that he is being treated unfairly. In business, partners are usually dissatisfied if they perceive the relationship to be inequitable.

The effective utilization of people to work in any organisation has always been a pressing problem in the society. Every organisation must figure out what he or she is basically trying to accomplish, how to organize the work to achieve the goals, how to recruit, train, allocate work to and manage the workers (human resources) available to do the work, how to create work conditions, reward and punishment systems that will enable workers and managers sufficient morale to remain effective over a long period of time and how to change the organisation in response to the pressures that arise from technological and social change both in the external environment and within the organisation itself. (Bass and Barret, 1993).

The professional, para-professional and non-professional staff work towards the success of the library in providing information service delivery to the academic community they serve. Arua (1998) stresses that the type of staff in the employment of

the library greatly influences the quality and quantity of services rendered to the library users. There are many librarians who work in different sections of the library such as circulation, reference, cataloguing, collection development and serials. These librarians have different goals and aspirations and so it becomes difficult for the management to absolutely satisfy their needs and goals. The job satisfaction of the librarians could have a great impact on the total services that are rendered in the system.

The concept, job satisfaction has been viewed differently by different scholars. Blum and Naylor (1988), define job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics and group relations apart from the work life. Strauss (1976) stated that the concept of job satisfaction is an elusive one. Job satisfaction is obviously related to the meaning of work but the meaning of work is clearly also related to one's view of life. Therefore, according to him, it may be misleading to try to measure something so inherently qualitative in a purely qualitative manner. Job satisfaction is the total of the sentiments related with the job conducted. If the worker perceives that his values are realized within the job, he develops a positive attitude towards his job and acquires job satisfaction (McCormic and Tiffin, 1974).

Strauss and Sayles (1980), claimed that one's satisfaction on his job depends on expectations, self-evaluation, social norms, social comparisons, input and output relations and commitment, and that these show the elusiveness of job satisfaction as a concept. Blum and Naylor (1988), asserted that these findings often lead to meaningful hypothesis but that these require a mixture of reality. According to them, to understand job satisfaction better we must take into consideration the opportunities it offers an individual.

Research Questions

- i. Do library personnel in public universities in South-western Nigeria have job satisfaction?
- ii. What is the level of turnover intentions of library personnel in some public universities in South-western Nigeria?

Hypothesis

There is no significant relationship between job satisfaction and turnover intentions of library personnel in some public universities in South-western Nigeria.

Research Procedure

The descriptive research design of the *ex-post facto* type was adopted in carrying out this study. Kerlinger (1973) opined that *ex-post facto* research is a systematic empirical research in which the researcher does not have direct control on independent variables because their manifestations have already occurred or because they are inherently not manipulated. Inferences about relations among variables are made without direct interaction from concomitant variation of independent and dependent variables.

Consequently, this study examines the relationship between the independent variables and dependent variable.

The variables in this study are independent and dependent variables. The independent variable is job satisfaction and the dependent variable is turnover intentions.

Population of the Study

The study population consists of one hundred and twenty nine (129) Librarians and one hundred and four (104) Library Officers in public Universities in South-western Nigeria. The minimum academic qualification of the librarians shall be a first Degree in Library and Information Studies or a first degree in any discipline with a Master's Degree in Library and Information Studies or Information Sciences. For Library Officers, the least qualification shall be a Diploma in Library and Information Studies. The target population of this study includes two hundred and thirty three (233) Librarians and Library Officers that are available in the public Universities in South-western Nigeria.

Table 1 showing the breakdown of two hundred and thirty three (233) professional Librarians and Library Officers in the selected Public Universities in South western Nigeria

S/N	Name of Universities	Professional Librarians	Library Officers	Total
1.	University of Ibadan, Ibadan	22	35	57
2.	Obafemi Awolowo University, Ile-Ife	22	05	27
3.	University of Lagos, Lagos	17	13	30
4.	University of Agriculture, Abeokuta	08	04	12
5.	Federal University of Technology, Akure	14	11	25
6.	Ladoke Akintola University of Technology, Ogbomosho	11	08	19
7.	Lagos State University, Lagos	12	05	17
8.	University of Ado-Ekiti, Ado-Ekiti	06	10	16
9.	Olabisi Onabanjo University, Ago-Iwoye	10	10	20
10.	Tai Solarin University of Education, Ijebu-Igbo	07	03	10
	Total	129	104	233

Research Instrument

The main research instrument for this study is the questionnaire which was developed by the researcher. The questionnaire was used for data collection because of the high level of literacy of the respondents and because it is the most widely used and acceptable instrument in non-experimental studies involving large population. The Demographic Information, Job Satisfaction and Turnover Intentions questionnaire (DIJSTI) scale was used for this study.

Methods of Data Analysis

In the analysis of the data collected from the questionnaires, simple statistical techniques such as frequency table and percentages were used in the presentation of results to make interpretations and inferences. Descriptive statistics of frequency counts, percentages, mean and standard deviation were used to analyse the demographic data as well as to answer the research questions. Inferential statistics of Pearson's Product-

Moment Correlation Coefficient was used in testing the hypotheses at 0.05 level of significance.

Presentation of Results

Demographic Information of Respondents

Table 2.0: Distribution of the respondents by Employer

Employer	Frequency	Percentage
Federal Government	169	74.8
State Government	57	25.2
Total	226	100.0

In Table 1.0 above, one hundred and sixty nine (169) (74.8%) of the respondents are from Federal Government owned Universities while their counterparts from State Government owned Universities are fifty seven (57) (25.2%).

Table 2.1: Distribution of the respondents by Sex

Sex	Frequency	Percentage
Male	126	55.8
Female	100	44.2
Total	226	100.0

In Table 2.1, the male respondents are one hundred and twenty six (126) (55.8%) while their female counterparts are one hundred (100) (44.2%).

Table 2.2: Distribution of the respondents by Age Range

Age Range	Frequency	Percentage
20-29	13	5.8
30-39	86	38.1
40-49	100	44.2
50-59	27	11.9
Total	226	100.0

Table 2.2 shows that thirteen (13) (5.8%) of the respondents are within the age range of 20-29 years, eighty six (86) (38.1%) of them are within the age range of 30-39 years, one hundred (100) (44.2%) are within the age range of 40-49 years while twenty seven (27) (11.9%) of them are within the age range of 50-59 years.

Table 2.3: Distribution of the respondents by Marital Status

Marital Status	Frequency	Percentage
Single	23	10.2
Married	197	87.2
Divorced	5	2.2
Widowed	1	0.4
Total	226	100.0

In Table 2.3, the single respondents are twenty-three (23) (10.2%), the married ones are one hundred and ninety seven (197) (87.2%), the divorced are five (5) (2.2%) while only one (1) respondent (0.4%) is widowed.

Table 2.4: Distribution of the respondents by Highest Academic Qualification

Highest Academic Qualification	Frequency	Percentage
Diploma	38	16.8
Bachelor Degree	47	20.8
Master Degree	134	59.3
Ph.D.	7	3.1
Total	226	100.0

Table 2.4 shows that thirty-eight (38) (16.8%) of the respondents hold Diploma Certificates, forty-seven (47) (20.8%) hold Bachelor Degree Certificates, one hundred and thirty four (134) (59.3%) hold Master Degree Certificates while seven (7) (3.1%) has Ph.D. Degree.

Table 2.5: Distribution of the respondents by Years of Working Experience

Years of Working Experience	Frequency	Percentage
1-5	83	36.7
6-10	44	19.5
11-15	37	16.4
16-20	39	17.3
> 20	23	10.2
Total	226	100.0

In Table 2.5 above, Eight three (83) (36.7%) of the respondents have between 1-5 years of working experience, forty four (44) (19.5%) had 6-10 years, thirty seven (37) (16.4%) had 11-15 years, thirty nine (39) (17.3%) had 16-20 years while twenty three (23)(10.2%) had over 20 years working experience.

Table 2.6: Distribution of the respondents by Department or Section

Department or Section	Frequency	Percentage
Acquisition	54	23.9
Cataloguing	90	39.8
Circulation	34	15.0
Reference	29	12.8
Serial	15	6.6
Others	4	1.8
Total	226	100.0

In table 2.6, fifty four (54) (23.9%) of the respondents are in Acquisition Section, ninety (90) (39.8%) are in Cataloguing Section, thirty-four (34) (15.0%) are in Circulation Section, twenty-nine (29) (12.8%) are in Reference Section, fifteen (15) (6.6%) are in Serial Section while four (4) (1.8%) are in other departments.

Research Questions

1: What is the rate of Turnover Intention of library personnel in the public University workers?

S/N	Statements	SD	D	A	SA	Mean	S.D.
30	I would quit my present job for a similar position with better pay in another organisation at the least opportunity	34 15.0%	42 18.6%	66 29.2%	84 37.2%	2.88	1.07
31	Continuation with my present employer will not fulfill my life expectation	72 31.9%	86 38.1%	42 18.6%	26 11.5%	2.10	0.98
32	As soon as I can find a better job, I will quit this organisation	35 15.5%	39 17.3%	86 38.1%	66 29.2%	2.81	1.03
33	I often think about quitting my job	73 32.3%	95 42.0%	42 18.6%	16 7.1%	2.00	0.89
34	I will probably look for a job outside of this organisation within the next 3 years	57 25.2%	93 41.2%	46 20.4%	30 13.3%	2.22	0.97
35	It is very unlikely that I would ever consider leaving this organisation	63 27.9%	90 39.8%	51 2.6%	22 9.7%	2.14	0.94
36	I prefer very much not to continue working for this organisation	62 27.4%	111 49.1%	35 15.5%	18 8.0%	2.04	0.87
37	I will likely actively look for a new job in the next year.	66 29.2%	104 46.0%	36 15.9%	20 8.8%	2.04	0.90

The above Table shows the perception and rating of the level of Turnover Intention which Library Personnel in public Universities had in the study, viz:

I would quit my present job for a similar position with better pay in another organisation at the least opportunity ($x=2.88$, $S.D=1.07$), As soon as I can find a better job, I will quit this organisation ($x=2.81$, $S.D=1.03$), I will probably look for a job outside of this organisation within the next 3 years ($x=2.22$, $S.D=0.97$), It is

very unlikely that I would ever consider leaving this organisation ($x=2.14$, $S.D=0.94$), Continuation with my present employer will not fulfill my life expectation ($x=2.10$, $S.D=0.98$), I prefer very much not to continue working for this organisation ($x=2.04$, $S.D=0.87$) and I will likely actively look for a new job in the next year ($x=2.04$, $S.D=0.90.$), I often think about quitting my job ($x=2.00$, $S.D=0.89$).

2. Are library personnel in the public Universities well satisfied with their jobs?

S/N	Statements	N.S	UND	S.S	E.S.	Mean	S.D.
12	Hours worked each day	83 36.7%	120 53.1%	11 4.9%	12 5.3%	1.79	0.77
13	Flexibility in scheduling	72 31.9%	117 51.8%	21 9.3%	16 7.1%	1.92	0.83
14	Location of work	82 36.3%	100 44.2%	22 9.7%	22 9.7%	1.93	0.92
15	Annual leave offered	63 27.9%	107 47.3%	15 6.6%	41 18.1%	2.15	1.03
16	Salary	44 19.5%	114 50.4%	25 11.1%	43 19.0%	2.30	0.99
17	Opportunities for promotion	43 19.0%	105 46.5	39 17.3%	39 17.3%	2.33	0.97
18	Benefits(housing, health, transport, professionals etc)	29 12.8%	99 43.8%	32 14.2%	66 29.2%	2.60	1.04
19	Job security	60 26.5%	94 41.6%	31 13.7%	41 18.1%	2.23	1.04
20	Recognition for work accomplished	70 31.0%	97 42.9%	28 12.4%	31 13.7%	2.09	0.99
21	Relationship with co-workers	90 39.8%	101 44.7%	20 8.8%	15 6.6%	1.82	0.85
22	Relationship with your supervisor	95 42.0%	106 46.9%	18 8.0%	7 3.1%	1.72	0.74
23	Relationship with your subordinates (if applicable)	105 46.5%	99 43.8%	17 7.5%	5 2.2%	1.65	0.72

24	Opportunities to utilize your skills and talents	69 30.5%	113 50.0%	24 10.6%	20 8.8%	1.98	0.88
25	Opportunities to learn new skills	65 28.8%	102 45.1%	31 13.7%	28 12.4%	2.10	0.96
26	Support for additional training and education	62 27.4%	91 40.3%	27 11.9%	46 20.4%	2.25	1.07
27	Variety of job responsibilities	54 23.9%	107 47.3%	31 13.7%	34 15.0%	2.20	0.97
28	Degree of independence associated with your work roles	55 24.3%	113 50.0%	30 13.3%	28 12.4%	2.14	0.93
29	Adequate opportunities for periodic changes in duties	59 26.1%	105 46.5%	34 15.0%	28 12.4%	2.14	0.94

The above Table shows the perception and rating of the level of job satisfaction which Library Personnel in the public Universities had in the study, viz:

Benefits (housing, health, transport, professionals etc) ($x=2.60$, $S.D=1.04$), Opportunities for promotion ($x=2.33$, $S.D=0.97$), Salary ($x=2.30$, $S.D=0.99$), Support for additional training and education ($x=2.25$, $S.D=1.07$), Job security ($x=2.23$, $S.D=1.04$), Variety of job responsibilities ($x=2.20$, $S.D=0.97$), Annual leave offered ($x=2.15$, $S.D=1.03$), Degree of independence associated with your work roles ($x=2.14$, $S.D=0.93$), Adequate opportunities for periodic changes in duties ($x=2.14$, $S.D=0.94$), Opportunities to learn new skills ($x=2.10$, $S.D=0.96$), Recognition for work accomplished ($x=2.09$, $S.D=0.99$), Opportunities to utilize your skills and talents ($x=1.98$, $S.D=0.88$), Location of work ($x=1.93$, $S.D=0.92$), Flexibility in scheduling ($x=1.92$, $S.D=0.83$), Relationship with co-workers ($x=1.82$, $S.D=0.85$), Hours worked each day ($x=1.79$, $S.D=0.77$), Relationship with your supervisor ($x=1.72$, $S.D=0.74$) and Relationship with your subordinates (if applicable) ($x=1.65$, $S.D=0.72$).

Hypothesis

There is no significant difference in the Turnover Intentions of the Library Personnel by their place of work

Turnover Intention	N	Mean	Std. Dev.	Crit-t	Cal-t.	DF	P
Federal Government	169	18.2899	5.1943	1.96	.253	224	.801
State Government	57	18.0877	5.2958				

The above Table shows that there was no significant difference in the Turnover Intentions of the Library Personnel in Federal and State Universities (Crit-t = 1.96, Cal.t = .253, df = 224, P > .05 level of significance).

The null hypothesis is therefore accepted.

Discussion of Findings

The result corroborates the submission of Levinson (1997) and Moser (1997), which states that lack of job satisfaction is so important that it leads to lethargy and reduced organisational commitment. Alexander, Litchtienstien and Hellmann (1997) and Jamal (1997) reported that lack of job satisfaction is a predictor of quitting a job. Judge *et al.*, (2001) found that the relationship between job satisfaction and performance is stronger for complex or professional jobs.

Based on the above, it is obvious that all the variables highlighted are very important to job satisfaction of personnel. The outcome of this study supports that of Adeyinka, Ayeni and Popoola (2007) who stated that one way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. They stressed that money is not the only motivator as there are other incentives which can serve as motivators.

Factors influencing job satisfaction have been found to include interpersonal relationships, conditions of service, type of social insurance possessed, supervision, promotion, job design, organisational environment, age, gender, equal treatment by management, income and attitude (Adeniyi 2004).

Previous studies on job satisfaction have identified a number of important environmental antecedents. An abundance of literature links extrinsic rewards such as promotion opportunities (Ting 1997; Iversen and Maguire 2000) and pay (Lion, Sylvia and Brunk 1990; Ting 1997; Blan 1999) to increased job satisfaction. In their study of bank employees, Brown and Mitchell (1993), documented numerous significant negative links between various organisational obstacles and employees satisfaction. Studies have also shown that positive relationship between supervisors and subordinates contribute to higher levels of job satisfaction (Emmert and Taher 1992).

Studies by Arnold and Feldman, (1982); Cotton and Tuttle, (1986); Horm and Knicki (2001) suggest that job satisfaction is negatively related with turnover intentions. Khari *et al.*, (2001), however argued that job satisfaction accounted for a small proportion of the variance in turnover in these studies. They found that the relationship between job satisfaction and performance was stronger for complex professional jobs.

The negative relationship between job satisfaction and turnover intention agrees with the balance theory (Heider 1958), that individuals prefer balance to an imbalanced state, and the cognitive dissonance theory of social attitude, that there must be consistency between an individual's attitude and behaviour towards an object, so as to eliminate pressure associated with inconsistency. The non significant relationship between life satisfaction and turnover is contrary to the results obtained by Wright and Bonett (2007), that psychological well being is negatively related to turnover behaviour. The additive model (Frone *et al.*, 1992, Akerele, *et al.*, 2007) posits that family and job satisfaction jointly determine an individual's life satisfaction. Consequently, it is possible that employees do not make turnover decision based on absolute values of life satisfaction alone. They may consider the relative contributions of the various domains of life they are involved in and make decision based on these contributions, and their life preferences. For example, if the major contributor to a perceived life satisfaction is in a domain of life not considered by the individual as central to the definition of his/her identity, the level of life satisfaction alone may not be critical in making turnover decisions.

It was found that life satisfaction moderated the relationship between job satisfaction and turnover such that individuals with high life satisfaction had lower

turnover rate at all levels of job satisfaction. The Wright and Bonett (2007) results indicated a significant interaction between psychological well being and job satisfaction in predicting turnover. Analogous to the consumer behaviour analyses using indifference curve theory, the obtained study result agrees with the fact that individuals view the quality of their lives as contributions from the various domains in which they are involved, and thus, make decisions based on the absolute levels of life satisfaction and satisfactions from these domains. For example, an individual could have a job with high satisfaction, but the satisfaction in other areas of life may be so affected that the overall life satisfaction will be low. In such a situation the individual may elect to stay in a low satisfaction job that does not have a substantial negative effect on satisfaction in other areas of life. In this way the individual will operate at a higher level of life satisfaction.

The result of this study shows that there is no significant difference in the turnover intentions of the Library Personnel by their place of work. This supports researches on achievement motivation which reveals that the motive to avoid failure and the motive to succeed is similar. This was conceptualized by Steal (2000), supported by Gorge and Jones (1996) and Boomic (2003). They submitted that all human beings share the same basic motivational striving for superiority and this is a drive that propels organisations towards perfection.

However, some evidences of a positive relationship between job satisfaction and performance have been found in a number of meta -analytical studies. The strength of the relationship has been very small (Petty, McGee and Cavender 1984; Judge *et al.*, 2001; Fisher, 2003). Petty McGee and Cavender (1984), found in their studies that the relationship is stronger for higher level employees.

Conclusion and Recommendation

Conclusion

Based on the findings of this study, the following conclusions are drawn. The variables examined under job satisfaction produced significant results. They have significant effect on turnover intention of the respondents. The variables can serve as useful administrative tools that can further enhance the productivity of the library personnel.

It also reveals a relationship between turnover intention, job satisfaction. The study also reveals that library personnel in public universities are motivated although the level of motivation is not very high. On job satisfaction, majority of the respondents are undecided about the level of job satisfaction in public universities. This shows that there is still need for improvement in their conditions of service.

Lastly, on the turnover intentions of library personnel in public universities, a large number of them would quit if they have opportunities for better pay in similar organisations while they are also not fulfilled about their life expectations with their present employers.

Based on the results, there is a correlation between turnover intentions, job motivation and job satisfaction of library personnel. Turnover intentions of the library personnel are high but there is still need for improvement. Library Personnel in public universities are not well satisfied.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. The tertiary institutions should ensure that salaries and allowances of library personnel are paid promptly.
2. Good working relationship must be established among personnel in order to minimize their turnover intentions.
3. Job satisfaction of library personnel could be improved upon by introducing on - the - job benefits (housing loan, medical services, opportunity to learn new skills, etc). This in turn, will improve their confidence in the organisation.

References

- Adeniyi, E.O. 2004. Participatory Management Job Satisfaction and Commitment among Secondary School Teachers in Ogun State. An Unpublished Ph.D. Thesis University of Ibadan.
- Adeyinka, C. O., Ayeni, E. O. and Popoola, S. O. 2007. Work Motivation, Job Satisfaction and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*

- Akerele, A., Osamuwonyi, I., and Amah, O. E. 2007. Work Family Conflict Model: Application of Aryee's Model. *African Journal of Psychological Study of Social Issues*, 10.1, 3-16
- Alexander, J. A., Liechtenstein, R. O and Hellman, E. 1998. A Causal Model of Voluntary Turnover among Nursing Personnel in Long Term Psychiatric Setting. *Research in Nursing and Health* 21.5.415-427.
- Arnold, H. j. and Feldman, D. C. 1982. A Multivariate Analysis of the Determinants of Job Turnover. *Journal of Applied Psychology*. 67 (3):350 -360.
- Arua, G 1998. "Management of Human Resource in University Libraries under an Economic Advertyi". *Library Bulletin: Nigerian University Library System* 3; 1 – 2; 78 – 89.
- Bass, B.M. and Barret, G.V. 1993. Man; Work and Organisation: An Introduction to Industrial and Organisation Psychology; New York; Macmillan Press.
- Berry, Lily M. 1997. Psychology at work. San Francisco: Mc Graw Hill Companies Inc.
- Blum, H.S. and Naylor, J.C. 1988. Industrial Psychology; Its Theoretical Social Foundations; New York; Harper and Row Publishers.
- Brown, K. and Mitchell, T. 1993. Organisational obstacles. Links with financial performance, Customer Satisfaction and Job Satisfaction in Service Environment. *Human Relations* 46:725 – 57.
- Cotton, J. L. and Tuttle, J. F. 1986. Employee Turnover: A Meta-analysis and Review with Implications for Research. *Management Review* 11..1:55-70
- Emmert, M. and Taher, W. 1992. Public Sector Professionals: The Effects of Public Sector Jobs on Motivation, Job Satisfaction and Work Involvement. *American Review of Public Administration*, 22. 37-48.
- Frone, M. R., Russel, M. and Cooper, M. L. 1992. Antecedents and Outcomes of Work-family Conflict: Testing a Model of the Work-family Interface. *Journal of Applied Psychology*, 77.1:65-78
- George, J. M. and Jones, G. R. 1996. The Experience of Work and Turnover

- Intentions: Interactive Effects of Value Attainment, Job Satisfaction, and Positive Mood. *Journal of Applied Psychology* 81.3:318-325
- Heider, F. 1958. *The Psychology of Interpersonal Relations*. New York: Wiley.
- Huselid, M.A. 1995. The impact of human resources management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38.3., 635 – 672.
- Jamal, M. and Taher, W. 1992. Public Sector Professionals: The Effects of Public Sector Jobs on Motivation, Job Satisfaction and Work Involvement. *American Review of Public Administration*, 22:37-38
- Judge, T.A. (1993). Does affective disposition moderate the relationship between job satisfaction and voluntary turnover? *Journal of applied Psychology*, 78 (3), 395 – 401.
- Kerlinger, F.N. 1973. *Foundations of Behavioural Research*, London, Holt, Rinehart and Winston.
- Khatri, N., Fern, C. T. and Budhwar, P. 2001. Explaining Employee Turnover in an Asia Context *Human Resources Management Journal*, 11.1:54-74
- Lee, T.W. and Mowday, R.T. 1987. Voluntarily leaving an organisation: An empirical investigation of Steers and Mowday's model of turnover. *Academy of Management Journal*, 31 (5), 721 – 743.
- McCormick and J. Tiffin. 1974. *Industrial Psychology*. 6th ed. New Jersey: Prentice Hall Inc.
- Mobley, W.H. 1997. Intermediate Linkages in the relationship between job satisfaction and employee turnover, *Journal of Applied Psychology*, 62, 237 – 240.
- Petty, M., McGel, G. and Caquender, J, 1998. A Meta-analysis of the Relationships between Individual Performance. *Academy of Management Review* 9.4:712-721
- Rusbult, E. 1980. Commitment and Satisfaction in Romantic Association: A Test of

- the Investment Model. *Journal of Experimental Social Psychology*, 16:172-186.
- Strauss, G. 1976. "Job Satisfaction, Motivation and Job Redesign". In Strauss; G. Ed. *Organisational Behaviour Research Issues*; California; Wadsworth Publishers Co.
- Strauss, G. and Sayles, L.R. 1980. *Personnel: The Human Problems of Management*; Englewood Cliffs; Prentice Hall.
- Tella, A., Ayeni, C.O. and Popoola, S.O. 2007. Work Motivation, Job Satisfaction and Organisation Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Nigeria Journal of Business Management* Vol. (6) 166 – 175
<http://ayitacommon.cenl.edu/libhilprac/118>.
- Ting, Y. 1997. Determinants of Job Satisfaction of Federal Government Employees. ***Public Personnel Management*** 26: 313 – 34.
- Wright, T.A. and Bonett, D.G. 2007. Job satisfaction and psychological well-being as non additive predictors of workplace turnover. *Journal of Management*, 33 (2), 141 – 160.