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ORGANIZATIONAL CULTURE VARIABLES AS FACTORS INFLUENCING LIBRARIANS' TURNOVER INTENTIONS IN UNIVERSITY LIBRARIES IN SOUTH-SOUTH AND SOUTH-EAST OF NIGERIA

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Abstract

The study investigates organizational culture variables as factors influencing librarians' turnover intentions in university libraries in South-South and South-East of Nigeria. The study adopted a descriptive survey research design. Total enumeration method was used since the population comprising 400 academic librarians in the two geopolitical zones were considered appropriate for the study. A test-retest of the measuring instrument was done using Cronbach's alpha reliability coefficient and face validity. The result of the reliability test was 0.85 at 0.05 level of confidence. From the total copies of questionnaire that were administered and retrieved, 334 were found usable given a return rate of 83.5%. Results were analysed using percentage, mean and standard deviation. The result revealed that imbuing positive organizational culture in the university libraries in the areas of training, promotion, payment of salaries and rewarding deserving librarians have the potential of reducing turnover intentions. This study further showed a relationship between organizational culture and turnover intentions of librarians in university libraries in South-South and South-East of Nigeria ($R = 0.344$, $p < 0.05$), which means that the higher the level of organizational culture, the lower the level of turnover intentions of academic librarians in South-South and South-East of Nigeria. The study concludes that turnover intention of librarians is a trend that needs some determining effort and measure to curb it. Since employees' engagement level is likely to be affected by unfavourable organizational culture, their welfare should be paramount. Libraries should formulate policies and culture that are inclusive of training, promotion, payment of salaries and rewarding of librarians to reduce turnover intentions.

Keyword: University library, academic librarians, organizational culture, turnover intentions, South-South, South-East, Nigeria

Introduction

The diverse culture that characterizes various organizations and work groups quickly brings to mind the unique nature of the university library in all academic institutions. The university library with its multi-cultural nature, staff members, users and collections cutting across different geopolitical zones and cultural background remain a focus for critical study. Culture can be an imperative factor in building a strong organization. The culture of organizations is identified in the ways and manner its employees are managed in their career development, promotion and remuneration. These attributes have been considered by many researchers as determinant of employees' turnover intentions (Gazioğlu & Tansel, 2002; Flanagan & Flanagan, 2002; Sanjeevkumar, 2012; Mbah & Ikemefuna, 2012 and Nyamubarwa, 2013), which cannot be ignored hence organizations, especially university libraries comprises many work group cultures that

themselves encompass members of multiple national cultures (Kaarst-Brown, Nicholson, von Dran, & Stanton, 2004).

A study on the changing and evolving nature of the university libraries' organizational culture and its attendant effect on employees' turnover intentions is crucial, hence, a lot of significant restructuring of the libraries have taken place particularly in the introduction of information and communication technology (ICT). ICT has changed the way and manner the library function and provide services to its clients. The university libraries' culture and practices encourage harmonious coexistence and development of staff, when neglected can increase the turnover intentions of librarians. According to Mbah and Ikemefuna (2012), turnover intentions is the rate at which an employer gains and loses employees. In other words, turnover intentions can be beneficial and detrimental to organizations. The time and energy that is used in finding new and suitable employees and the time that is used for new employees to attain maximum level of productivity may sometimes result in difficulties in achieving organizational objectives (Waldman, Kelly, Arora & Smith, 2004). Employee turnover (resigning) has an adverse effect on the effective functioning of any organization (Öcel & Aydm, 2012) and requires stringent measures in reversing such trend. The identification of the factors of turnover intentions and instituting policies that improves the culture of the university library in reducing turnover intentions of librarians is imperative. This study is set out to investigate the factors influencing employee turnover intentions of librarians in university libraries in South-South and South-East of Nigeria.

Literature Review

Organizational Culture in University Libraries

According to Sannwald (2000), organizational culture is a collective understanding, a shared and integrated set of perceptions, memories, values, attitudes and definitions that have been learned over time and which determine expectations (implicit and explicit) of behaviour that are taught to new members in their socialization into the organization. In other words, organizational culture is made up of the organization's potentials, practices, beliefs, and values that binds it together. It combines principles and mannerisms that add to the unique social and psychological environment of an institution.

The university library is an organized and unique institution with several levels and chains of workers. The university library like any other formal department in an organization is designed and managed by people (with different cultural background) whose job is to combine and use organizational resources to achieve organizational objectives (Okon, 2005). Similarly, Pattison and Williamson in 1992 pointed out that the university library culture in an organizational sense; embody the deepest beliefs about activities and guide employees' decision and actions.

Organizations sometimes face the challenge of employee-employer relationship that may culminate to turnover intentions and staff disengagement. Underlining the issue of turnover intentions, Adeyoyin (2006) insisted that since librarians are within and part of the library; there is the need to develop policies and procedures in solving problems. According to McLaughlin (2015), organizational culture is an unseen but prevailing power that influences the activities and decisions of the members of a group.

Culture in organization includes values, behaviour, expectations, experiences, philosophy, self image, inner workings, attitudes, beliefs and customs. Organizational culture is dynamic and changes with time. Onifade (2014) described university libraries' organizational culture as 'how the library operates and how its members structure events from both within and outside the library.' In other words, the university libraries' culture is a force that controls the activities of the library and its members. Organizational culture shifts incrementally and constantly, in response to external and internal changes (Watkins, 2013). Culture is seen by most people as everything about a set of peoples' life, their values, behaviour, tradition, and general activities. While organizational culture may be viewed differently, research has shown that 'values' are the core fundamentals of culture (Schmiedel, Brocke & Recker, 2014). Value connotes the importance that people attach to what they esteem and therefore protect same. Values are invisible guiding principles that determine visible behaviours and structures in social relationship and interaction (Rosemann & Vom Brocke, 2010). The principles of organizational culture can help in understanding the concept of value in an organization. Values are the core fundamentals of organizational culture and can influence decision of employees. Individuals can belong to many cultural groups and have several cultural identities that influence their value system, so a cultural group cannot be considered homogeneous in the sense that all members of the group think and act alike. Despite differences, commonalities among the members of a cultural group are based on shared values (Schmiedel, *et al.*, 2014).

Many researchers have extensively discussed libraries' organizational culture as it affects development, mutual coexistence, behavior and change. For example, Dwirantwi (2012) affirmed that organizational culture is one of the five major factors that determine organizational performance. Dwirantwi (2012) study also highlighted culture as a guiding principle that describes the behaviour of individuals and groups in an organization along with their interaction with one another. In the view of Adeyoyin (2006), culture is an unwritten rule of behaviour and values that stipulate what is best or good for the organization and what ought to happen. Kaarst-Brown, *et al* (2004) study of organizational cultures of libraries as a strategic resource explored some theories that argued that organizational culture has value in ensuring the continuing existence and success of organizations. Furthermore, Shepstone and Currie (2000) looked at how library culture and change can fuse in achieving overall organizational goal. While organizations pursue the achievement of its

goals, the welfare and needs of employees should remain paramount. As noted by O'Connor and Fiol (2004), employees have different needs and expectations, which if not met, may damage their engagement level, value system and performance. It is evident that practicing good organizational culture in information-based organization like the library may enhance staff development, trust, and mentoring which can lead to staff retention. Hence, positive organizational culture increases staff alignment, resulting in enhanced organizational effectiveness (Onifade, 2015).

University Libraries' Culture on Training

Training of librarians is central towards attaining good working attitude, relationship and productivity. Training is an important activity in any organization for the continuous development of employees. According to Bamidele, Omeluzor, Imam and Amadi (2013), training of librarians is necessary in facing the happenings and activities at work on each working day. Training focuses on development strategies of increasing workers' skills (Hall, 2009). Similarly, Ingham (2006) stated that employers of choice focus on developing their employees' skills in order to gain competitive advantage. Also, Ngobeni and Bezuidenhout (2011) affirmed that there are research evidences that support the development of skills and talent as a requirement for organizational success.

In recognition of the need for training, the U.S Department of Labor's Employment and Training Administration (DOLETA) in 2003 organized a mentoring programme with the title: "*High Growth Job Training Initiative*". The mentoring programme which was inculcated as part of their culture was aimed at nurturing people for greater tasks ahead and to prepare workers with skills to work in fourteen specific 'high demand and economically vital sectors of the American economy' (Hall, 2009). Interestingly, DOLETA programme aimed at bringing employers and educational institutions together for 'workforce training system' that puts employers back in charge of talent development. It provided the employers with opportunity to take responsibility in keeping workers in their respective work and not to lose them. This type of training programme is needed in the university libraries in order to train librarians to be versatile in their profession and ensure that skills acquired are used for the development of university libraries. Organizations and especially the university library must ensure to inculcate training as a culture to avert turnover intentions of librarians.

Adedapo (2016) stated that in developing human capital that enhances a successful and competitive organization requires huge investment. She argued that most organizations spent huge sum of money in their production lines and equipment without considering the minds that manages them. It will be necessary for organizations to equal infrastructural development with manpower development in order to avoid employees' turnover intentions. Opeke and Onuoha (2013) identified lack of training of staff in the use of computer as a challenge that hinders effective service delivery

in libraries. Lack of training on the use of ICT facilities can cause frustration and poor library service delivery to the library users. Aluko and Aluko (2011) identified inadequate training as a major reason for brain drain in Nigeria. Training of librarians for career growth and professional enhancement cannot be over-emphasized. Bamidele, *et al* (2013) outlined some of the benefits of training which includes: increased productivity, improved employees' morale, less supervision, minimizing errors, and increased chances of promotion among others. In line with the benefits, it becomes pertinent to infuse training as part of culture in organizations. Findings in Bamidele, *et al* (2013) study revealed that employees' training and development is capable of improving organizational productivity.

University Libraries' Culture on Promotion

Promotion is an activity carried out by a specified committee in a university for the purpose of evaluating and elevating deserving employees for services rendered during a stipulated period. It is usually an annual exercise in most organizations where employees are assessed based on acceptable criteria especially for their contributions, performance and productivity over a specific period. Promotion can be built as a cultural attribute of an organization. Studies have shown that low rating or poor organizational culture is considered the most important evidence of the worsening and deterioration work conditions of an organization leading to turnover intentions and job quitting (Gazioğlu & Tansel, 2002; Flanagan & Flanagan, 2002).

Promotion result may have a strong impact on librarians' turnover intentions as compared to recognition and achievement. Ikonne and Onuoha (2013) studied the factors that influences job satisfaction of librarians in federal and state university libraries in Southern Nigeria and established that "promotion of librarians is a major factor for turnover intentions". Maithili and Navaneethakrishnan (2014) conducted a study in Jaffna District of Sri Lanka on the satisfaction of those teaching library science towards their job. The study showed that recognition and promotion were among the important factors that can negatively affect the satisfaction of those teaching library science. This implies that librarians would be satisfied to remain on their job if promotion is done on merit without bias. It also means that since promotion is a yardstick for job satisfaction, delay or non-promotion of librarians may force them to leave their jobs. Furthermore, Lim (2008) and Popoola (2011) in their study found out that opportunity for job promotion is one of the factors that generate job satisfaction for academic librarians. Job promotion should be inculcated as a culture and considered as very important in university libraries to avert turnover intentions of librarians.

Samina, Farooq and Nadeem (2012) suggested that managers should remember that promotion is a positive attractive tool to ensuring that employees remain on the job. It can be deduced here that an employee aiming at a higher position may resign for another job if such promotion is denied. In

the same vein, Pergamit and Veum (1999); Peterson, Puia and Suess (2003) and Sclafane (1999) are of the view that, there is agreement among researchers that job satisfaction is strongly connected with opportunities for promotion.

University Libraries' Culture on Remuneration

Remuneration is the payment or reward for services provided by a person to another person (Microsoft Encarta, 2009). Remuneration is sometimes agreed and paid to employees in form of salaries or wages for the services they rendered. It is usually paid at a stipulated period in one way or another which affects employees' retention or quitting. Remuneration is a binding agreement between the employer and employee. Some countries of the world have witnessed industrial actions by workers as a result of poor or unpaid remunerations. For instance, Nigeria has witnessed series of strike actions embarked upon by the Nigeria Labour Congress (NLC) and the Academic Staff Union of Universities (ASUU) among others. Payment of remuneration to employees can forestall industrial action as well as employees' turnover intentions and job quitting. Organizational culture should include consistency in remuneration of employees' allowances to avert turnover intentions. Sanjeevkumar (2012) observed that low salary is a major reason for employees' turnover intentions. Equally, the findings of Ngobeni and Bezuidenhout (2011) in their study to ascertain the engagement level of employees for retention at a higher education institution in South Africa revealed that amount of pay compared to level of performance is a serious concern in relation to the employees' satisfaction, commitment, engagement and intention to leave. This means that salary level of employees affects their loyalty to the organization. A similar study by Nyamubarwa (2013) on turnover intentions of academic librarians in Zimbabwe showed that the academic librarians in Zimbabwe prefer to stay in the state owned universities than moving over to private universities as 68% of the respondents from the private universities indicated a deep inclination to move over to state-owned ones due to the comparative competitive salaries being paid by the State owned universities. In the same study, another group of respondents also considered leaving their current employers in search of higher salaries in the Non-Governmental organizations (NGO) where better salaries are paid. This indicates the importance attached to salary and earned allowances hence it is a determining factor for employees' retention.

Arnold and Feldman in 1986 noted that individuals in organization have countless needs and money most times provides the means to satisfy those needs. A study by Bamigboye, Buraimo and Ajani (2008) and Horenstein (1993) indicated that most senior and principal librarians are more satisfied with their job than the low cadre academic librarians. According to them, the higher the education the more the job becomes satisfactory since it would attract more pay package. This indicates that level of education has a significant effect on the payment structure of academic

librarians (Bamigboye, *et al.*, 2008). Nel, Van Dyk, Haasbroek, Schultz, Sono, and Werner (2004) confirmed that employees always compare themselves with their colleagues in other organizations in terms of salary and their contributions and may quit an organization if they are not content. Salaries and wages along other fringe benefits and incentives may increase librarians' enthusiasm to remain in the library. Furthermore, the study of Mbah and Ikemefuna (2012) on employees' job satisfaction and turnover intentions in Total Nigeria Plc. in Lagos State showed that higher pay attracts lower turnover intentions of employees. In order to prevent librarians' turnover intentions and possibly quitting, Ikonne and Onuoha (2013) in their study recommended that library administrators should consider improving the salaries and the fringe benefits of librarians, their working conditions; and opportunities to conduct research. The more attractive the salary as well as other fringe benefits, the more librarians would remain in their job without any thought of turnover intentions (Nyamubarwa, 2013).

The study is guided with three research questions and one hypothesis:

Research Questions

1. How often are the librarians trained, promoted and rewarded in university libraries in South-South and South-East of Nigeria?
2. How satisfied are the librarians with remuneration?
3. What are the factors that influence turnover intentions of librarians in university libraries in South-South and South-East of Nigeria?

Hypothesis

1. There is no significant relationship between organizational culture and turnover intentions of librarians in university libraries in South-South and South-East, Nigeria.

Methods

The study investigates the organizational culture variables that influence librarians' turnover intentions in university libraries in Federal, State and Private Universities in South-South and South-East geopolitical zones of Nigeria. At the time of the study, there were twenty (20) recognized universities in South-South with 227 librarians and eighteen (18) recognized universities in the South-East with 173 librarians given a total of 400 librarians. The study did not cover the newly accredited universities in 2016. A descriptive survey research design was adopted for the study. The study used total enumeration method since the population consisting 400 academic librarians from the two zones were considered appropriate to achieve the purpose. A questionnaire titled "Organizational culture variables that influence librarians' turnover intentions in university

libraries in South-South and South-East of Nigeria.” was used. Before the instrument was administered on the respondents, face validity was carried out. The questionnaire was also presented to experts in the Department of Information Resources Management, Babcock University, Ogun State who validated it, resolved defects and made some modifications. To ensure that the structured questionnaire was reliable, a pilot study was conducted using 30 librarians from Tai Solarin University of Education, Ogun State, which is outside the study area. The result of the reliability test using Cronbach’s alpha reliability coefficient is 0.82. This means that the instrument was good and reliable since the test result is above the acceptance point of 0.50. The questionnaire was administered on all the respondents face to face. The researcher was assisted by two research assistants who were first taught how to administer and retrieve the instrument from the respondents. All the questionnaires were retrieved while 334 of the questionnaire were found usable given a return rate of 83.5% which were used for the analysis. Results were analysed using Statistical Package SS (SPSS) and are presented in percentage, mean and standard deviation. The only hypothesis in this study was tested using Pearson’s Product Moment Correlation at 0.05 level of significance.

Result of Findings

Demographic Information of Respondents

The demographic information of the respondents indicates that all categories of librarians were represented in this study. There are 21 (6.3%) University Librarians, 24 (7.2) are Deputy University Librarians, 76 (22.8) are Senior Librarians, 153 (45.8) are Librarian I while 60 (18%) are Librarian II. On their gender, 146 (43.7%) are male while 188 (56.3%) are female, confirming the usual saying that “librarianship is a feminine profession.” Findings also shows that majority of the respondents or 244 (73%) are Masters Degree holders while 90 (27%) are Doctorate Degree holders. Concerning the number of years, finding reveals that 138 (41.3%) of the respondents have worked for 5 years, 69 (20.7%) have worked between 5 to 10 years, 27 (8.1%) have worked between 11 to 15 years, while 19 (5.7%) have worked between 16 to 20 years. Furthermore, it shows that 33 (9.9%) of the respondents have worked between 21 to 25 years, 21 (6.3%) have worked between 26 to 30 years while 27 (8.1%) have worked from 31 years and above.

Research Question 1: How often are librarians trained, promoted and rewarded in university libraries in South-South and South-East of Nigeria?

Table 1: Response on frequency of training, promotion and reward in university libraries

Items	Very often	Often	Not often	Not at all	\bar{X}	SD
	Freq. %	Freq. %	Freq. %	Freq. %		
<i>Staff training</i>						
Further study and development of younger librarians	112 (33.5)	146 (43.7)	50 (15.0)	26 (7.8)	3.02	0.89
Local conference attendance	78 (23.4)	168 (50.3)	77 (23.1)	11 (3.3)	2.93	0.77
International workshop attendance	85 (25.4)	112 (33.5)	105 (31.4)	68 (20.4)	2.74	0.94
In-house training for librarians	48 (14.4)	132 (39.5)	86 (25.7)	-	2.47	0.97
International conference attendance	81 (24.3)	77 (23.1)	123 (36.8)	53 (15.9)	2.55	1.02
Local workshop attendance	68 (20.4)	137 (41.0)	85 (25.4)	44 (13.2)	2.68	0.94
<i>Promotion and reward</i>						
Annual promotion	110 (32.9)	114 (43.1)	47 (14.1)	33 (9.9)	2.99	0.93
Fairness to promotion	72 (21.6)	170 (50.9)	56 (16.8)	36 (10.8)	2.83	0.88
Reward for job accomplishment	110 (32.9)	79 (23.7)	84 (25.1)	61 (18.3)	2.71	1.11

Key: \bar{X} = mean, SD = standard deviation.

Result in Table 1 shows the frequency of training, promotion and reward enjoyed by the respondents. On staff training, result shows that the respondents were very often and often engaged in further studies and development ($\bar{X} = 3.02$, SD = 0.89) as well as attendance to local conferences ($\bar{X} = 2.93$, SD = 0.77), and workshops ($\bar{X} = 2.68$, SD = 0.94). This result implies that the university libraries' culture on training and attendance to local conferences was encouraging and can reduce librarians' turnover intentions. Result however shows that most of the respondents did not often attend international conferences ($\bar{X} = 2.55$, 1.02) while most of them have not attended any international conference. The result also reveals that the respondents were satisfied with annual promotion exercise ($\bar{X} = 2.99$, SD = 0.93) and fairness to promotion ($\bar{X} = 2.83$, SD = 0.88). This means that the entire process of promotion and rewarding of librarians were acceptable to the respondents which can reduce their turnover intentions.

Research question 2: How satisfied are the respondents with remuneration?

Table 2: Response on remuneration paid to librarians in South-South and South-East of Nigeria.

<i>Remuneration</i>						
	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	\bar{X}	SD
Payment of salaries	124 (37.1)	107 (32.0)	76 (22.8)	27 (8.1)	2.98	0.96
Payment of earned allowances	94 (28.1)	73 (21.9)	84 (25.1)	83 (24.9)	2.53	1.14
Annual salary increment	63 (18.9)	142 (42.5)	73 (21.9)	56 (16.8)	2.63	0.97

Key: \bar{X} = mean, SD = standard deviation.

Table 2 shows that the respondents were satisfied with payment of salaries (\bar{X} = 2.98, SD = 0.96) and annual increment on salary (\bar{X} = 2.63, 0.97). However, result shows that 50% of the respondents were dissatisfied with payment of earned allowances (\bar{X} = 2.53, SD = 1.14). This result indicates that earned allowances may not have been paid accordingly to the respondents which can increase turnover intentions of the respondents.

Research question 3: What are the factors that influence turnover intentions of librarians in university libraries in South-South and South-East of Nigeria?

Table 3: Factors influencing turnover intentions of librarians in University libraries.

Statement	Strongly agree	Agree	Strongly disagree	Disagree	\bar{X}	SD
	Freq (%)	Freq (%)	Freq (%)	Freq (%)		
I will quit for a better paid job in another organization.	252 (75.4)	40 (12.0)	36 (10.8)	6 (1.8)	3.61	0.75
I will leave due to inadequate training programme for librarians	179 (53.6)	55 (16.5)	61 (18.3)	39 (11.7)	3.12	1.08
I will quit due to unfair promotion process	162 (48.5)	43 (12.9)	88 (26.3)	41 (12.3)	2.98	1.11

Key: \bar{X} = mean, SD = standard deviation.

Table 3 reveals that better paid job (\bar{X} = 3.61, SD = 0.75), inadequate training programme for librarians (\bar{X} = 3.12, SD = 1.08) and unfair promotion process (\bar{X} = 2.98, SD = 1.11) are the factors that can influence turnover intentions of librarians in university libraries in South-South and South-East of Nigeria.

Hypothesis: There is no significant relationship between organizational culture and turnover intentions of librarians in university libraries in South-South and South-East, Nigeria. This was tested using Pearson Product Moment Correlation analysis and the result is presented in Table 3.

Table 4: Pearson Product Moment Correlation Analysis of organizational culture and turnover intentions of librarians

Variables	N	Mean	SD	R	Sig.	Remark
Organizational culture	326	2.79	.637	0.-344	.000	Significant
Librarian's turnover intentions	334	2.76	.757			

*Sig at 0.05 level.

Table 4 shows the relationship between organizational culture and turnover intentions of librarians in university libraries in South-South and South-East of Nigeria using Pearson Product Moment Correlation (PPMC). The relationship of organizational culture ($R = 0.-344$, $p < 0.05$) is significant and its coefficient is negative which means that the higher the level of organizational culture, the lower the level of turnover intentions of university librarians in South-South and South-East of Nigeria. Therefore the null hypothesis that assumes there is no significant relationship between organizational culture and turnover intentions of librarians in university libraries in South-South and South-East, Nigeria is rejected. This implies that there is correlation between organizational culture and turnover intentions, thus a positive organizational culture towards employees will reduce turnover intentions of librarians in university libraries while negative organizational culture will increase turnover intentions of librarians.

Discussion of Findings

Findings in Table 1 shows that the culture of university libraries in the South-South and South-East of Nigeria in training of librarians for further study and development, local conferences and workshops were significant. This result implies that the academic librarians were satisfied which can decrease their turnover intentions. Training is capable of increasing the manpower development and workers' skills (Hall, 2009), thereby reducing turnover intentions of academic librarians. Inequitable distribution of attendance to international conferences may increase the turnover intentions of affected librarians. Aluko and Aluko (2011) stated that inadequate training is a major factor for brain drain in Nigeria. Instituting training as a culture in organizations will have positive effect on librarians' retention, productivity and a sense of responsibility (Bamidele, et al, 2013).

On job promotion and rewarding of staff, finding in Table 1 reveals that the respondents were satisfied with "annual promotion exercise." Promotion is very important to the librarians because it signify growth in their career and gives fulfilment to employees. It is a reward for hard job and

gives joy of service, indicating that an individual being promoted has attained a height in his/her chosen career and not stagnated. This finding support the findings of Maithili and Navaneethakrishnan (2014) whose findings on job satisfaction of teacher-librarians: in the Jaffna District, Sri Lanka revealed that 59.2% of the teacher-librarians were satisfied with the opportunity for promotion. Research showed that promotion of librarians is a major factor for their job satisfaction in university libraries (Ikonne and Onuoha, 2013). Promotion from one lower level to a higher level has the tendency of reducing employees' turnover intentions and increase job motivation and commitment. Promotion is a positive attractive tool to ensuring that employees remain on the job (Samina, Farooq & Nadeem, 2012).

Promotion and reward are indicators for growth in any career which shows that an employee is advancing to a higher level. Absence of promotion means an automatic stagnation which can create dissatisfaction and increase turnover intentions. Results of findings on promotion in Table 1 is supported by Lim (2008) and Popoola (2011) who found that opportunity for job promotions is one of the factors that generate job satisfaction for academic librarians. Many authors, for instance, Chiboiwa, Samuel and Chipunza (2010); Moyinhan and Pandey (2008) and Nyamubarwa (2013) observed that promotion and rewards are predictors of employees' turnover intentions and serves as basis upon which individual employees assess how the employer assess their contribution to the organisation. Also, an earlier study by Bergmann, Bergmann and Grahn in 1994 showed that a well-designed employee rewards package is an effective tool in attracting and motivating employees to stay. Library management must show interest and pay appropriate attention to promotion and rewards as a means of reducing turnover intentions of librarians in university libraries.

Findings on Table 2 indicate that payment and annual increment of salary increase employees' job satisfaction leading to decrease of turnover intentions. The findings in Table 2 agree with Mbah and Ikemefuna (2012) findings that higher pay attracts lower turnover intentions of employees. The study of Ngoben and Bezuidenhout (2011) revealed that payment of salaries and wages has a strong correlation with employees' turnover intentions and that employees' satisfaction, commitment and engagement are dependent on payment of salaries. Non-payment of salaries and earned allowances can increase to turnover intentions of university librarians. University library management should assume the responsibility of taking the welfare of librarians as part of their culture and should be placed first before any other thing to avert their turnover intentions.

Findings in Table 3 show that better paid job is a factor for turnover intentions of librarians. Higher pay package is a major determinant for turnover intentions of academic librarians in Zimbabwe (Nyamubarwa, 2013). Mbah and Ikemefuna (2012) found out that higher pay attracts lower turnover intentions of employees, while low salary is a major reason for employees' turnover intentions (Sanjeevkumar, 2012). Inadequate training of librarians in the university libraries is yet

another factor for turnover intentions. Bamidele, Omeluzor, Imam and Amadi (2013) argued that training of librarians is necessary for them to face the day-to-day activities of the library; hence, lack of training can lead to frustration and turnover intentions. Opeke and Onuoha (2013) considered lack of training as hindrance for effective service delivery in libraries that can exacerbate turnover intentions. Also in Table 3, findings reveal that unfair promotion process increase turnover intentions of academic librarians. Some scholars such as Sclafane (1999); Peterson, Puia and Suess (2003); Popoola (2011) and Navaneethakrishnan (2014) have linked promotion with job satisfaction. They are of the opinion that job satisfaction is strongly connected with opportunities for promotion. Hence without promotion; unsatisfied employees may develop turnover intentions. Ikonne and Onuoha (2013) strongly affirmed that promotion of librarians is a major factor for turnover intentions.

Conclusion and Recommendation

Turnover intention of librarians is a trend that needs to be checked. Factors that increase turnover intentions of librarians are connected to their career development such as training, promotion, payment of salaries and allowances. These factors encompass the culture of organizations especially the university library. Evidence from this study showed that the higher the level of organizational culture, the lower the level of turnover intentions of university librarians. The possible way of preventing turnover intentions and quitting of librarians in the university libraries is by imbibing positive cultures that will attract quality employees and retention of old ones. It is imperative in this study that welfare is an indicator for the retention of librarians. Employees are likely to display their dissatisfaction if their welfare is not considered. Therefore, organizations must formulate policies and culture that are inclusive of the welfare, promotion and the development of their employees to reduce their turnover intentions.

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