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## Organizational Culture and Turnover Intention of Librarians in Southern Nigeria

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### Abstract

This study sets out to investigate the relationship between organisational culture of university libraries and turnover intention of librarians in private universities in southern Nigerian. Type of culture, bond that binds, organisational structure and leadership style were the constructs of organisational culture investigated. The research design employed is the survey of the correlational type. The population are all the librarians in these private university libraries making a total of 308. Census sampling technique was used to study all of the librarians in the universities. The questionnaire was the instrument of data collection. Data collection was done by physically administering the questionnaire to the respondents with the help of three research assistants over a four-week period. Total returned questionnaire found usable was 289. Data from the research questions was analysed using frequency count and simple statistics while the hypothesis posed was tested using Pearson Product Moment Correlation (PPMC). Findings revealed that the predominant culture of the private universities studies is the Adhocracy culture with mean of ( $\bar{X} = 15.61$ ,  $SD = 4.60$ ). Turnover intention of librarians was also shown to be high with mean of ( $\bar{X} = 46.46$ ,  $SD = 5.87$ ). organisational structure was controlled and structures with a mean of ( $\bar{X} = 3.14$ ;  $SD=0.60$ ); predominant leadership style was found to be transformational ( $\bar{X} = 3.04$ ;  $SD=0.64$ ) while the bonds that holds was ( $\bar{X} = 3.12$ ;  $SD=0.50$ ). It is recommended that library management of private universities should formulate policies that enhance bonding, structure, leadership and culture type in order to reduce turnover intention and stem actual turnover.

### Keywords

Staff retention, organizational culture, turnover intentions, private university, libraries

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## Introduction

The human resources of any organisation are an essential aspect to the advancement, growth and expansion of the organisation. This is because stable personnel entail prompt and efficient provision of services and stability of the organisation. Yusriadi, (2020) likens the employees of an organisation to the most important machinery that makes the organisation to move forward. Human resources have been viewed as key to developing and utilising other resources such as enterprise, capital and land in order to get maximum benefit from them. Availability of all other resources without a capable human resource to develop and utilise them could be likened to a waste of time and resources.

The main objective of the library is to provide services to aid teaching, learning and research. This is done through selection, acquisition, organisation, preservation and dissemination of information resources pertinent to the needs of the university. Apart from these routine functions, librarians also perform other academic duties such as teaching and involvement in committee assignment. These are functions that require highly skilled professionalism. In essence, because of the essential function performed by the human resources in the library, retaining efficient librarians becomes sacrosanct.

Turnover intention is the voluntary desire to quit a library by a librarian. It is usually not a sudden decision but a thought series which must have been meditated upon by the librarian for years, months or weeks. Rinaldy (2021) and Al Mamun & Hassan (2020) describe turnover intention or intention to quit as part of a psychological withdrawal of a librarian from the job process. Research has shown that librarians who leave a library have often psychologically left even before leaving physically (Idiegbeyan-Ose, 2018; Mahlasela & Chinyamurindi, 2020). Ironically, employers tend to be concerned more with the actual turnover of librarians and only few employers provide an exit interview where librarians are asked why they want to leave. A study of the turnover intention of librarians will not only help library management initiate strategies to stem actual turnover, it will also help to find ways and opportunity to persuade those who want to leave not to do so.

## Literature Review

Studies in organisational behaviour (Al Mamun & Hassan, 2020; Bello & Bello, 2020; Golparvar et al, 2014) have identified several factors such as job satisfaction, organisational commitment, organisational culture as predictors of staff turnover in organisations but discovered that the highest predictor of actual turnover is turnover intention. There are several advantages to retaining librarians as observed by Armstrong & Taylor (2014) who posit that there is higher productivity and efficiency with long term librarians on the job than with newer librarians. They gave length of service and experience on the job as reasons for this as these would have improved

the way they perform their tasks in the library. As much as the library would not want to have high turnover rates and the attendant cost associated with it, it becomes expedient to examine a few of the factors that could predict the intention of librarians in private universities to voluntarily quit. (Bwowe, 2020). Studying attrition rate of librarians in private universities in Nigeria has innumerable benefit to the libraries and universities that they are attached to as findings would help to curb turnover.

The information derived from the study of turnover intention could aid in the planning, forecasting, and management of library resources. Managing turnover risk is becoming increasingly important in libraries in order to maintain effective librarian retention and stability. High turnover can cause routine library activities, such as cataloguing, to be disrupted, as well as draining of the intellectual capital of the library, a deterioration in library services, and an overall disruption in the normal library activities. The study of Wen et al. (2014) having shown that turnover is usually precluded by psychological withdrawal known as turnover intention, it is important that the turnover intention of librarians is studied since there is usually a negative connotation of this to the general library management.

Organisational culture is described by Saifi, (2015) as a pattern of basic assumptions that a community has come up with, found, or evolved in learning to deal with external adaption and internal integration challenges, and that have shown to be accurate enough to be taught to new members as the correct way to perceive, think, and feel about those problems. Organisational culture is the sum of beliefs, expectations, norms and values shared by most employees in an organisation (Cerovic et al, 2011). These norms, expectations, beliefs, values, technical know-how and the general behavioural expectations of people in an academic library entail what forms the organisational culture of the library. In essence, the organisational culture is not exclusive of the librarians but is formed based on the general behaviour and expectations of the librarians in a particular library. These behaviours become automatically accepted as the norm by new librarians, since that is what is already in practice when they were employed.

The constructs of organisational culture that will be looked at in this study are types of organisational culture, organisational structure, organisational bond and leadership style. Research in the field of organisational study has identified four basic types of culture that pervades all organisations (Kaur & Zafar, 2015). These are the clan culture, hierarchy culture, market culture and adhocracy culture. These cultures each have peculiarities of theirs that distinguishes one from the other. A clan culture is one where members see one another as members of a family and work as a team. The hierarchy culture is one where the organisation is held together by formal rules and regulations and the atmosphere is stilted. The third type of culture, the market culture emphasises getting the work done and it is usually a result-

oriented culture that promotes competitiveness. Lastly, the adhocracy culture, is one that emphasises creativity and innovation, leaving room for individualism (Barhi et al, 2021).

The way an organisation operates is said to be the organisational structure and it is affected by the laid down sets of goals and objectives of the organisation. This in turn is what is built into the culture of the organisation. The organisational bond refers the tie that binds the members of an organisation together (Mikušová 2023). Leadership style is the individual style adopted by the top management of the library in the way it leads. A leader who values teamwork will exhibit a style that encourages teamwork while a leader with a *laissez-faire* attitude will promote laziness. An authoritative leader will get things done but may not enjoy the affection of the librarians. Each leadership style adopted by the library leader will create a corresponding effect in the librarians. Research has shown that the organisational culture conveys to employees a sense of identity which ultimately facilitates the generation of commitment to something greater than the self, guiding behaviour and enhancing a social system of stability within the organisation (Herminingsih & Gozali, 2014).

Staff productivity, self-confidence, ethical behaviour and intention to quit are said to be affected by the organisation's culture as culture is the normative glue that holds an organisation together (Omeluzor, 2018; Rita, 2022). Researchers have gone ahead to posit that the organisational culture conveys to employees a feeling of belonging which ultimately aids in the formation of commitment to something greater than the self, guiding behaviour and enhancing a social system of stability within the organisation which could ultimately aid staff retention.

The findings of the study of turnover intention and the factors that could be responsible for it such as organisational culture would help library management to stem the flow of attrition if not totally eliminate it. This is the gap in literature that this study intends to fill.

### Research questions

1. What types of organisational culture exists in private university libraries in southern Nigeria?
2. What is the organisational structure of private university libraries in southern Nigeria?
3. What are the bonds that holds in private university libraries in southern Nigeria?
4. What are the prevailing leadership style in private university libraries in Southern Nigeria?
5. What is the level of turnover intention of librarians in private university libraries in southern Nigeria

## Hypotheses

There is no significant relationship between organisational culture and the turnover intention of librarians in private university libraries in southern Nigeria.

## Methodology

The research employed in this study is the survey of the correlational type. The survey covered the 46 private universities in the southern part of Nigeria at the time of the study. All the librarians in the universities were involved in the study making a total of 308 respondents. Data collection was done using three research assistants over a period of four weeks. The questionnaire was the instrument of data collection and the questions in it were drawn up in line with the objectives and research questions posed. Collected data was analysed using frequency count and simple statistics while Pearson Product Moment Correlation was used to answer the only hypothesis posed.

## Results and discussion

### Questionnaire administration and response rate

A total of 308 questionnaires were distributed to respondents at 46 private university libraries in southern Nigeria; 289 of these were retrieved and determined to be useful, as the others were not properly filled, yielding a response rate of 93.8 percent.

**Table 1: Respondent's' socio-demographic characteristics**

S/N	Variable	Characteristics	Frequency	Percentage
1	<b>Designation</b>	Ass. Librarian	44	15.2
		Librarian II	56	19.4
		Librarian 1	79	27.3
		Senior librarian	57	19.7
		Principal Lib.	35	12.1
		Dep. Librarian	18	6.3
		<b>Total</b>	<b>289</b>	<b>100</b>
2	<b>Gender</b>	Male	116	40.1
		Female	173	59.9
		<b>Total</b>	<b>289</b>	<b>100</b>
3	<b>Age</b>	20-30	59	20.4
		31-40	168	58.1
		41-50	46	16
		51 and above	16	5.5
		<b>Total</b>	<b>289</b>	<b>100</b>
4	<b>Marital status</b>	Married	224	77.5
		Single	61	21.1
		Divorced	4	1.4

		<b>Total</b>	<b>289</b>	<b>100</b>
4	<b>Qualification</b>	Bachelor Degree	109	37.7
		Master Degree	139	48.1
		PhD	41	14.2
		<b>Total</b>	<b>289</b>	<b>100</b>
5	<b>Length of service in this library?</b>	0-5 years	86	29.7
		6-10 years	132	45.7
		11-15 years	45	15.6
		16-20 and above	26	9
		<b>Total</b>	<b>289</b>	<b>100</b>

Table 1 shows the Socio-demographic features of the respondents. Designation of the respondents revealed that Librarian I at 79(27.3%) were more than the other cadre of librarians. Distribution of respondents by age revealed that 108(58.1%) were in the age range of 31-40 years, showing highest than others. Majority of the respondents at 224(77.5%) are married. Master degree holders at 139(48.1%) are in the majority. 132(45.7%) had that longest work experience in their current library of 6-10years.

#### Answers to research questions

**Research question 1:** What types of organisational culture exist in private university libraries in southern Nigeria?

#### Table 2 Types of organisational culture of private university libraries in southern Nigeria

S/N	Variable	%	%	%	%		
	<b>Clan culture</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	$\bar{X}$	<b>S.D</b>
1.	My library is a personal place	27 (9.2)	100 (34.1)	119 (40.6)	43 (14.7)	2.38	0.85
2	We operate like and extended family	49 (16.7)	195 (66.6)	42 (14.3)	3 (1.0)	3.00	0.59
3.	My library is high on commitment and development	62 (21.2)	192 (65.5)	32 (10.9)	3 (1.0)	3.11	0.60
4.	The long Term success of every employee is an high priority of management of our library	54 (18.4)	189 (64.5)	46 (15.7)	0 (00.0)	3.02	0.58
5.	Team building is a major focus of our	61 (20.8)	177 (60.4)	51 (17.4)	0 (00.0)	3.03	0.62

	library						
	<b>Arithmetic mean =</b>		<b>Overall</b>	<b><math>\bar{X}</math> and</b>	<b>SD</b>	<b>14.54</b>	<b>3.26</b>
			<b>weighted</b>	<b>Mean=</b>	<b>2.91</b>		
	<b>Adhocracy Culture</b>						
6.	My library is a creative place to work in	48 (16.4)	189 (64.5)	52 (17.7)	0 (00.0)	2.98	0.58
7.	There is room for continuous improvement in our library	69 (23.5)	173 (59.0)	41 (14.0)	6 (2.0)	3.05	0.67
8.	Innovation and experimentation are priorities of management in my library	86 (29.4)	184 (62.8)	19 (6.5)	0 (00.0)	3.36	0.55
9.	My library's emphasis is on long term growth	64 (21.8)	189 (64.5)	20 (6.8)	13 (4.4)	3.03	2.14
10.	Individual growth initiative and freedom is encouraged in my library	89 (30.4)	171 (58.4)	26 (8.9)	3 (1.0)	3.19	0.63
	<b>Arithmetic mean =</b>		<b>Overall</b>	<b><math>\bar{X}</math> and</b>	<b>SD</b>	<b>15.61</b>	<b>4.60</b>
			<b>weighted</b>	<b>Mean=</b>	<b>3.12</b>		
	<b>Market Culture</b>						
11	The business strategy in our library is customer and market oriented	43 (14.7)	201 (68.6)	35 (11.9)	10 (3.4)	2.95	0.63
12	Our library is a tough and demanding place to work	29 (9.9)	133 (45.4)	114 (38.9)	13 (4.4)	2.61	0.72
13	The focus of our library is on enhancing competitiveness among staff	26 (8.9)	139 (47.4)	121 (41.3)	3 (1.0)	2.65	0.65
14	Measurable goals and	40	189	54	6	2.91	0.63

	targets are the major focus of our library	(13.7)	(64.5)	918.4)	(2.0)		
15	Our library is majorly focused on getting the job done	41 (14.0)	212 (72.4)	36 (12.3)	0 (00.0)	3.01	0.51
<b>Arithmetic mean =</b>		<b>Overall</b>	<b><math>\bar{X}</math> and</b>	<b>SD</b>		<b>14.13</b>	<b>3.17</b>
<b>Weighted Mean=</b>						<b>2.83</b>	
<b>Hierarchical Culture</b>							
16	The management team in our library gives consideration to span of control	36 (12.3)	173 (59.0)	64 (21.8)	16 (5.5)	2.79	0.72
17	The focus of our library is on consistency and control	37 (12.6)	208 (71.0)	41 (14.0)	3 (1.0)	2.97	0.55
18	In our library, formal rules and regulations are strictly followed.	79 (27.0)	151 (51.5)	59 (20.1)	0 (00.0)	3.06	0.68
19	Consistency and uniformity forms the nucleus of our library	44 (15.0)	208 (71.0)	37 (12.6)	0 (00.0)	3.02	0.52
20	The hierarchical structure of our library is rigid	23 (7.8)	143 (48.8)	109 (37.2)	14 (4.8)	2.60	0.70
<b>Arithmetic mean =</b>		<b>Overall</b>	<b><math>\bar{X}</math> and</b>	<b>SD</b>		<b>14.44</b>	<b>3.20</b>
<b>Weighted Mean=</b>						<b>2.29</b>	

Table 2 showcases the organisational culture of private university libraries in southern Nigeria. The organisational culture of the studied libraries has four main dimensions namely, Clan culture, Adhocracy culture, Market culture and Hierarchical culture. Adhocracy culture is shown to be the most predominant culture in private university libraries in southern Nigeria at ( $\bar{X} = 15.61$ ,  $SD = 4.60$ ).

### Research question two: What is the organisational structure of private university libraries in southern Nigeria?

**Table 3: Organisational structure in private university libraries in southern Nigeria**

SN	Statement	SA	A	D	SD	$\bar{X}$	SD
1	My library is controlled and structured	67 (22.9)	196 (66.9)	26 (8.9)	0 (00.0)	3.14	0.60
2	Formal procedures generally govern what people do in my library	32 (10.9)	178 (60.8)	79 (27.0)	0 (00.0)	2.16	0.60
3	The leadership in my library is generally considered as mentoring, facilitating and nurturing others	82 (28.0)	161 (54.9)	36 (12.3)	10 (3.4)	1.76	0.73
4	The leadership in my library is generally considered as no nonsense, aggressive, result-oriented and focused	32 (10.9)	179 (61.1)	58 (19.8)	20 (6.8)	2.22	0.73
5	The leadership of my library allows for creativity and innovation	83 (28.3)	174 (59.4)	26 (8.9)	6 (2.0)	1.84	0.70
<b>Overall <math>\bar{X}</math> and SD</b>						<b>11.12</b>	<b>3.30</b>

The table above shows organisational structure of university library. The results shows that the organisational structure of private universities in southern Nigeria is controlled and structured with ( $\bar{X}$  =3.14; SD=0.60)

### Research question three: What is the bond that holds in private university libraries in southern Nigeria?

**Table 4: Organisational bond in private university libraries in southern Nigeria**

SN	Statement	SA	A	D	SD	$\bar{X}$	SD
1	Staff members together is loyalty and mutual trust. Commitment to work is high	46 (15.7)	194 (66.2)	49 (16.7)	0 (00.0)	2.98	0.60
2	Staff members together is creativity and innovation	37 (12.6)	220 (75.1)	32 (10.9)	0 (00.0)	3.01	0.50
3	Staff members together is formal rules	49 (16.7)	188 (64.2)	52 (17.7)	0 (00.0)	2.98	0.60
4	Staff members together is the emphasis on achievement and goal accomplishment	55 (18.8)	215 (73.4)	19 (6.5)	0 (00.0)	3.12	0.50
<b>Overall <math>\bar{X}</math> and SD</b>						<b>12.09</b>	<b>2.20</b>

The table above shows the bond that holds among librarians in private universities in southern Nigeria is emphasis on achievement and goal accomplishment with mean of ( $\bar{X}$  =3.12; SD=0.50)

**Research question four: What is the predominant leadership style in private university libraries in southern Nigeria?**

**Table 5: Predominant leadership style in private university libraries in southern Nigeria**

SN	Statement	SA	A	D	SD	$\bar{X}$	SD
1	The management style of my library is characterised by team work, consensus and participation	67 (22.9)	169 (57.7)	53 (18.1)	0 (00.0)	3.04	0.64
2	The management style of my library is based on individualism, innovation, freedom and uniqueness	21 (7.2)	136 (46.4)	117 (39.9)	15 (5.1)	2.56	0.71
3	The management style of my library is based on competition and achievement	23 (7.8)	163 (55.6)	91 (31.1)	12 (4.1)	2.68	0.70
4	The management style of my library is based on control and authority	30 (10.2)	171 (58.4)	76 (25.9)	12 (4.1)	2.75	0.70
5	The management style of my library is characterised by conformity, predictability and stability in relationships	33 (11.3)	170 (58.0)	64 (21.8)	22 (7.5)	2.74	0.80
6	Management style of my library is to allow every librarian to do as they see fit	0 (0.00)	12 (4.1)	169 (57.7)	106 (38.2)		
<b>Overall <math>\bar{X}</math> and SD</b>						<b>2.81</b>	<b>0.70</b>

Shown above is data for leadership style of librarians in private universities in Southern Nigeria. Majority of the respondents agree that the management style of their library is characterised by team work, consensus and participation ( $\bar{X}$  =3.04; SD=0.64) showing that the leadership style is transformational

**Research question five: What is the turnover intention of librarians in private universities in southern Nigeria?**

**Table 6a: Level of turnover intention of librarians in private universities in southern Nigeria**

S/N	Variable	SA	A	N	D	SD	$\bar{X}$	SD
1.	I often think of quitting my present job	108 (36.9)	83 (28.3)	73 (24.9)	15* (15.1)	10 (3.4)	2.91	0.00
2	In the coming year, I will most likely hunt for a new employment.	108 (36.9)	107 (36.5)	50 (17.1)	24* (8.2)	0 (00.0)	3.16	0.02
3.	Newspaper employment advertisements have piqued my curiosity.	116 (7.8)	91 (31.1)	56 (19.1)	23 (39.6)	3 (1.0)	3.05	0.03
4	I am going to leave this library as soon as I can.	107 (36.5)	69 (23.5)	92 (31.4)	18* (6.1)	3 (1.0)	2.97	0.94
5.	At the earliest opportunity, I will leave my current employment for a similar post with better compensation in another library.	59 (20.1)	116 (39.6)	56 (19.1)	52 (17.7)	6 (2.0)	3.58	0.06
6.	Continuing in my current position will not allow me to achieve my life's goals.	6 (2.0)	112 (38.2)	88 (30.0)	73 (24.9)	10 (3.4)	3.10	0.92
7.	This work most times compromises my personal values	18 (6.1)	50 (17.1)	95 (32.4)	110 (37.5)	16 (5.5)	2.80	0.99
8.	I will disengage from this job immediately I am able to get a better	69 (23.5)	108 (36.9)	63 (21.5)	43 (14.7)	6 (2.0)	3.66	0.06

	one.							
9.	When I am not given the opportunity to attain a personal job-related goal, I am usually upset at work.	33 (11.3)	105 (35.8)	51 (17.4)	94 (32.1)	6 (2.0)	3.22	0.08
10.	Apprehension about the unknown frequently inhibits me from leaving this job.	42 (14.3)	68 (23.2)	89 (30.4)	70 (23.9)	20 (6.8)	3.14	0.14
11.	I often consider leaving this job and starting my own business	31 (10.6)	41 (14.0)	89 (30.4)	109 (37.2)	19 (6.5)	2.84	0.09
12.	It is extremely improbable that I will ever leave this library.	18 (6.1)	25 (8.5)	83 (28.3)	93 (31.7)	70 (23.9)	2.40	0.12
13.	I would much rather not continue working in this library.	40 (13.7)	101 (34.5)	67 (22.9)	75 (25.6)	6 (2.0)	2.73	0.03
14.	I frequently check the internet for alternate job options.	67 (22.9)	91 (31.1)	54 $\beta$ (18.4)	49 (16.7)	28 (9.6)	3.32	0.23
15.	I frequently consider changing jobs in order to effectively meet my personal needs.	68 (23.2)	92 (31.4)	80 (27.3)	40 (13.7)	9 (3.1)	3.58	0.08
<b>Arithmetic mean</b> =		<b>Overall <math>\bar{X}</math> and SD</b>				<b>46.46</b>		<b>5.87</b>
<b>Weighted Mean= 3.19</b>								

**Table 6b showing the test of norm on turnover intention of librarians in private universities in southern Nigeria**

Grand mean = 46.46, Maximum score = 60, Interval =  $\frac{60}{3} = 20$ , Classification = High, Medium, Low

Test of Norm Table

Interval	mean	Level	Frequency	%
1 to 20		Low	42	14.5
21 to 40		Medium	94	32.5
41 to 60	46.46	High	153	53

Table 6a presents the level of turnover intention of the librarians in private universities in southern Nigeria. In testing for level of turnover intention of the librarians, a test of norm was used. Table 6b showcases the test of norm score for turnover intention as contained in table 6a. In accordance with the test norm of turnover intention of the respondents, a score of 1-20 implies low turnover intention, 21 - 40 implies medium turnover intention and 41 - 60 implies high turnover intention. The aggregate mean score of the turnover intention of the respondents is ( $\bar{X} = 46.46$ ,  $SD = 5.87$ ). Since this lies in the range interval of 41-60, it is safe to posit that the turnover intention of the respondents is high.

### Test of hypothesis

There is no significant relationship between organisational culture and the turnover intention of librarians in private university libraries in southern Nigeria.

**Table 7: Correlation between organisational culture and turnover intention of librarians**

Variable	Mean	Std. Dev.	N	r	Sig.P	Remark
Organisational culture	2.9324	.67537	289	-0.830	.000	Sig.
Turnover Intention	3.1073	1.10817	289			

Table 7: Product Pearson Moment Correlation was used to determine the relationship between organisation culture and turnover intention and table 7 shows that the relationship is negatively significant. ( $r = -0.830$ ,  $N = 289$ ,  $P < 0.05$ ).

### Discussion

This research results revealed that the adhocracy culture is the predominant culture in private universities in southern Nigeria. This finding implies that the dominant culture of private universities in southern Nigeria, is flexible and entrepreneurial, focusing on risk-taking and innovation. Innovative outputs, transformation and agility are the qualities that drive value in this culture. This finding supports the

study of Kaur & Zafar (2015) and Barhi et al (2021). The essence of commitment and development cannot be over-emphasised in an academic library. Commitment denotes an emotional or intellectual bond by all staff to the course of action. It also means that the engagement in library activities is of utmost importance to all staff. This therefore leads to development. Development indicates that there is a course of action that further the advancement and promotion of growth. It also points to the fact there is structure in place which is responsible for propelling the system. With a functional system in place, there is therefore effective monitoring standard and a sense of accountability. Organisational factors or internal working conditions of a library could lead to librarians nursing the intention to leave a library. This further corroborates the findings of Bwowe (2020) and Bello & Bello (2020). It was also revealed that turnover intention of librarians in private universities in Nigerian southern states was high. This affirms the findings of Idiegbeyan-Ose et al (2018) and Mahlasela & Chinyamurindi (2020).

It is obvious from the findings that organisation culture exerts a significantly negative relationship on turnover intention of librarians in private universities. By implication, an organisational culture that is more people centred will positively influence turnover intention. This finding corroborates those of Long et al (2017), Omeluzor (2018) and Bosomwe & Obeng (2018). An organisational culture that exhibits the innovative culture of creativity, idea generation, capability and risk taking has very high chances of retaining core employees. This shows that when employees are excited about their job and the general work environment, they are more likely to be emotionally and psychologically linked to the organisation. Emotional and psychological attachment would then translate to physical attachment. A worker who is emotionally, psychologically and physically attached to an organisation would not nurse turnover intention.

### **Conclusion**

Private universities in Nigeria are grappling with high turnover of staff. Since turnover intention is shown to be a precursor of actual turnover, a lot of reasons have been adduced to this phenomenon. However, since organisational culture is the pervading culture that runs through the organisation, a culture that is people oriented is likely to curb this trend. The expectation is that if management of private university libraries focus on providing an organisational culture that encourages team work in librarians, the level of turnover intention will be low. Low turnover intention will lead to low turnover, thereby saving management the cost of having to source for a replacement for the librarians that left.

## Recommendations

Based on the findings of this research, the following recommendations are made;

1. Management of university libraries should develop and implement leadership training programs to promote supportive and inclusive leadership styles that can enhance job satisfaction leading to reduced turnover intention
2. Management should develop a robust system for recognizing and rewarding librarians' achievements and contributions to foster a sense of appreciation and belonging
3. Library management should encourage a shift to the clan culture by creating a conducive and collaborative work environment that promotes teamwork and professional growth
4. Library management should offer continuous professional development opportunities, including workshops, conferences, and further education, to help librarians advance their careers.

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## Appendix

## Population of the study

S/N	Private Universities in southern Nigeria	No of Librarians
1	Achievers University, Owo, Ondo State	8
2	Adeleke University, Ede Osun State	6
3	Afe Babalola University Ado Ekiti, Ekiti State	10
4	Ajayi Crowther University Oyo, Oyo State	7
5	Anchor University, Ayobo-Ipaja Lagos State	6
6	Babcock University, Ilishan Remo, Ogun State	14
7	Bells University of Technology, Ota Ogun State	9
8	Benson Idahoosa University Benin City, Edo	8
9	Bowen University, Iwo, Osun State	8
10	Caleb University, Ikorodu Lagos State	5
11	Caritas University Amorji Nike, Enugu State	6
12	CETEP City University, Lagos State	4
13	Covenant University Ota, Ogun State	19
14	Crawford University, Igbesa Ogun State	6
15	Crescent University, Abeokuta, Ogun State	5
16	Edwin Clark University Kiagbodo, Delta State	4
17	Elizade University, Ilara Mokin, Ondo State	5
18	Evangel University, Akaeze, Ebonyi State	4
19	Fountain University, Osogbo, Osun State	6
20	Gregory University, Uturu, Abia State	5
21	Godfrey Okoye University, Enugu, Enugu State	5
22	Halmarrk University, Ijebu Iteele, Ogun State	5
23	Igbinedion Univeity, Okada Edo State	7
24	Joseph Ayo Babalola University, Ikeji Irakeji, Osun State	6
25	Kings University Ode Omu, Osun State	5
26	Lead City University, Ibadan, Oyo State	7
27	Madonna University, Okija, Anambra State	11
28	McPherson University, Seriki, Ogun State	4
29	Micheal and Cecelia Ibru University, Owzorode, Delta State	6
30	Mountain Top University, Ogun State	5
31	Novena University Amai, Delta State	6
32	Obong University Obong Ntak, Cross River State	5
33	Oduduuwa Univerity Ipetuumodu, Osun State	7
34	Pann-Atlantic University, Lekki, Lagos State	6

35	Paul University Awka, Anambra State	6
36	Redeemers University, Ede, Osun State	7
37	Renaissance University, Enugu, Enugu State	4
38	Rhema University, Aba, Abia State	4
39	Ritman University, Ikot Ekpene, Akwa Ibom State	6
40	Samuel Adegboyega University, Ogwa, Edo State	7
41	South Western University, Ogun State	6
42	St Augustine University Epe, Lagos State	3
43	Tansian University Umunya, Anambra State	6
44	Wellspring University, Benin, Edo State	4
45	Wesley University of Science & Technology, Ondo, Ondo State	4
46	Western Delta University, Oghara, Delta State	5
	<b>TOTAL</b>	<b>308</b>