



Work Environment and Job Performance Variable as Factors Influencing Library Personnel Turnover Intentions in Private University Libraries in South-South, Nigeria.

Rosemary Anwuli Odiachi

Benson Idahosa University, Nigeria

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Abstract

The study looked at work environment and job performance as factors influencing library personnel turnover intentions in private university libraries in Nigeria's South-South region. The correlational survey design was used in the study. The study included 113 library personnel, including 39 professionals, 46 paraprofessionals, and 28 support staff. A questionnaire created by the researcher was used to collect data. The on-the-spot mode of data collection was used. A total of 103 copies of the 113 copies of the questionnaire were obtained, resulting in a 91.15 percent return rate. To analyze data derived from the research questions, descriptive statistics of Pearson Product Moment Correlational Coefficient (r) (PPMCC) were used. The findings of the study show that there is a high relationship ($r = .64$) between work environment and turnover intentions and a medium relationship ($r = 0.41$) between job performance and turnover intentions and a high relationship ($r = .64$) between motivation and turnover intentions of library personnel in private university libraries in South-South, Nigeria. The study recommends that private university managers should make the library working environment conducive by providing and making available amenities such as well-furnished offices with modern cabinets and furniture, air-conditioner fans, and Information and Communication Technologies (ICT). The private university library managers should ensure that library personnel who perform credibly, very well, and stand out in their job responsibilities are recognised, recommended, rewarded, and compensated monetarily and otherwise.

Keywords: University library, work environment, job performance, turnover intentions, library personnel, South-South, Nigeria.

Introduction

A university is a place of higher learning and research that confers academic degrees to students in a variety of academic fields. Similarly, Musa and Ahmad (2012) stated that a University, which has the most complex organisation of all institutions of higher education, is usually composed of several degree-granting schools and colleges at undergraduate and graduate levels, grouped in one administrative system. For the university to achieve its goals, the library is essential to the parent institution's vision and mission. Furthermore, Itsekor and Nwokeoma (2017) stated that a library is a structure that consists of the collection, organizing, and dissemination of print and non-print resources for the benefit of library patrons. The primary aim of a library is to operate in such a way that ensures the effectiveness of the core mandate of the university establishing it. This means that the library must support the actualization of the vision

and mission of the parent institutions.

A University library is the type of academic library established to assist the parent body in the actualization of its' overall objectives. Sekhara-rao and Himabindu (2012) rightly stated that a university establishes and funds a library or library system that is necessary to sever the information, research, and curriculum requirements of its students, faculty, and staff. Obaseki (2017) noted that a library is an institution or organisation that houses a variety of information resources made readily available to users to satisfy their information inquisitiveness, this means the core mandate of a university library is the provision of information for research, reading, and consultation. All these components are all about identifying users' needs and which makes it easier for library personnel to create various strategies and services to reach out to their patrons. The primary aim of a library is to support the vision and goal of the parent institution

and also contribute significantly to the provision of informational resources (Adeyemi, 2015). However, it is the hub or platform around which all academic activities are tailored.

The key to successful administration in any private university library rests on having reliable, informed, and skillful library personnel in both major and intermediate positions. The reality is that it has become a huge challenge for library managers in many private sectors to sustain their staff for an extended period and reduce employee turnover. However, turnover intentions have gradually become a major problem in most university libraries. This growing level of staff turnover results in private university libraries increasing the cost of recruitment and decreases the productivity of the organization (Anwar & Shukur, 2015). There is a possibility that turnover may destabilize private libraries and make them less effective in accomplishing their goals. Although, it is commonplace to see librarians move from one library to another within a short period, thereby leaving most libraries with the need to recruit and train new librarians from time to time. Perhaps, it can reasonably be argued that losing a highly-skilled librarian may have disruptive implications for the private university library such as service delivery, re-hiring, and re-training new library personnel.

Notably, there is a need for effective and dynamic personnel who can translate the library goal into practice, and they are the feature activators and service providers in academic libraries. Babayi and Ijantiku (2016) posited that one of the most critical tasks that library management must complete at all levels of the library, both higher and lower cadre, is the recruitment of suitable personnel. Staff who are dependable, trustworthy, attentive, intelligent, professional, dedicated, and attractive should work better more efficiently than those who are incompetent, dishonest, unskilled, and lazy. Personnel at private university libraries contribute significantly to the achievement of library goals and priorities, which cannot be emphasized.

Statement of the Problem

Understanding the variables that determine turnover intention is an issue for the retention of quality staff in private university libraries in South-South, Nigeria. Samuel, Onuoha and Ojo (2014) affirmed that denied access to benefits of library personnel may be a major constraint to turnover intentions. This is because, Idiegbeyan-ose, Opeke, Nwokeoma (2018)

rightly asserted that there is a need to investigate why and how personnel quit their job in a brief period and somehow this may affect the organisation negatively. Trends observed in private libraries include library personnel moving from one location to the other in a short amount of time looking for better grounds. This trend has had a varying negative impact on personnel and the library as a whole. For instance, there have been cases whereby newly recruited library and ICT personnel leave for other organisation during serious exercises like accreditation in the universities thereby creating a gap as no personnel is on the ground to manage the ICT unit. Despite this debilitating scenario, factors causing this high turnover rate in private university libraries South-South, Nigeria is partially unknown.

Regardless of these petitions and presumptions, the extent to which employees are satisfied with their working conditions may account for improved organizational performance and also serve as energy to keep them. As a result, the purpose of this study is to investigate work environment and job performance as factors influencing turnover intention among library personnel in private university libraries in South-South Nigeria.

Objectives of the Study

Specifically, the specific objectives were to determine, the relationship between:

1. Work environment and turnover intentions of library personnel in private university libraries in South-South, Nigeria.
2. Job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Review of Related Literature

Work Environment and Turnover Intention

The concept of work environment entails surrounding including the conditions of the area where library staff works and operates. It is made up of the physical and social conditions of workplaces. The work environment can include physical conditions such as office temperature or equipment such as personal computers. The work environment, according to Tripathi (2014), is defined as the physical setting, job position, lifestyle, and economic conditions in which people operate. Thus every element is interconnected and has an impact on the overall quality of employees as well as their intention to leave. The quality of an employee's work environment has the greatest

influence on a librarian's willingness to continue working in a specific library. The work environment is purely the physical place for people to work (Briner, 2000); it is a fairly broad category that includes both the structural framework (e.g., temperature, equipment) and job-specific qualities (e.g., workload, task complexity). He continued by stating that it also includes larger organizational characteristics (for example, historical and cultural) as well as aspects of the outside organizational environment (e.g. Local labor economic factors, employment market, and work-life stability).

Additionally, the work environment can be influenced by things such as work practices and procedures. Similarly, according to the Business Dictionary (2019), a work environment is defined as the site where a job is accomplished. The term "work environment" refers to both the literal topographic region of the workplace and its instant surroundings, including a building project or workstation complex, when referring to a place of employment. Extra workplace elements such as pollution levels, sound level, and extra benefits and entitlements like free child care, unlimited coffee, or suitable parking are typically included. According to Dolye (2019), the work environment encompasses all aspects of employees' involvement with the workplace, such as their relationships with coworkers and supervisors, organizational culture, and opportunities for personal growth. The work environment is the most important aspect that is likely to affect library personnel's motivation, productivity, and drive. A good working environment is paramount if library personnel must work efficiently. A good work environment is one of the most paramount components in making library personnel feel good and function appropriately for the actualisation of library goals (Dolye, 2019). To achieve a good work environment in libraries, clear communication between library managers and subordinates must be present among other things.

The work environment affects employees' perceptions and attitudes towards their job. Work environment means the conducive and unconducive environment of the workstation of employees. The work environment is defined as the geographical, sociological, physiological, and technological conditions that exist in a workplace and have an impact on employee effectiveness (Amusa, Iyoro, and Olabisi, 2013). The work environment can influence or enhance librarians' productivity whose job requires a conducive environment. Organisations that have an

interest in the work environment of their employee are most likely to have the best staff.

Understandably, given the nature of work librarians do which require them to interact with different kinds of people with different background, the need to have a conducive work environment is very vital. Because it will enable them to deliver their job with great efficiency and effectiveness. The library's internal and external should be attractive for effective service delivery. The work environment can affect the productivity of librarians. Employees with a good quality work environment are often more likely to be efficient and continue on the job.

Library personnel is also subject to problems of dissatisfaction at the workplace. An unconducive work environment generates a negative attitude and low performance from the employee. Drawing from the above, the work environment has an unfavorable association with turnover intention. Olusegu (2013) rightly stated that the more fulfilled people are within their work environment, the more contented they are said to be. A happy healthy work environment will attract new employees and also retain the existing experienced employees. A librarian with a good work-life will improve and be committed to their job.

Hence, it is essential to comprehend the aspect that influences the work environment so that library management can create a conducive work environment. To make library personnel satisfied and committed to their jobs, the following variables are considered necessary for the work environment, work condition, safety, job security, and incentive package. Employees are more interested in working in pleasant surroundings (Olusegu 2013). When the work environment is conducive, employees demonstrate maximum willingness in their job performance.

Sadly, academic libraries are today operating in an unstable climate, with reduced funding, decreased job stability, and major job losses in universities, all of which contribute to challenges affecting the library workplace. This current publication on academic library culture examines the library as a workplace in detail and gives practical recommendations for improving the work environment in an academic library. (Kaarst-Brown et al., 2014).

Notably, the term work environment can be carefully discussed under given elements of the work environment as this the work environment also include the external setting of the workplace, as well as the employee's work-related healthcare and wellbeing. Ismail et al (2015) stated that the physical

work environment consists of the layout design, temperatures, and comfort level, as well as the work configuration or arrangement. Moreover, the physical office environment is influenced by elements such as lighting (both artificial and natural), noises, upholstery, and workstation layouts (Olusegu, 2013). The physical working environment is made up of several components, including the level of comfort, ventilation, and heating, as well as lighting. These components contribute to the practical and aesthetic aspects of the office environment, enhancing the employee experience and necessitating improved performance.

Library personnel should work in healthy and safe work surroundings. Simple measures like covering or Taping down all-electric lines to a power cable to help avoid staff members from bumping over them are two examples of challenges that library staff ought not to be concerned regarding them. No library staff desires to sit under a debilitating ceiling and nurse fear of the ceiling collapsing on them (Heryati, 2019).

Employees want a work environment that considers their welfare and well-being. According to the Australian Government (2017), certain types of work environments are more hazardous to health than others. For instance, a librarian who works the night shift is more susceptible to a variety of diseases, accidents, and other adverse impacts. Obesity, cardiovascular illness, gastrointestinal disorders, transportation accidents, work-related accidents, family troubles, and divorce are just a few examples. Given this, Eden, Akpan and Pepple (2017) stated that the work environment of workers like library staff can have an adverse effect on their productivity and job performance which may lead to high turnover rates in the library. It becomes a task for library administration to provide a safe work environment that promotes wellbeing, efficiency, creativity, and performance. They concluded that the relationship between the health professional, his or her work, and the work environment is critical, and so forms an intrinsic aspect of work.

Given the large and consistent amount of time spent in this environment over an individual's lifetime, the workplace is a promising environment to target (Rehkop et al., 2017). The social area of the work environment includes how employees interact with their employers, the extent to which library personnel is given meaningful recognition when they perform well, and the work-life stability. Employee stability is the result of complex interrelationships between

many aspects of an employee's work-life; the benefits and drawbacks affiliated with the stability or disparity could influence employees at numerous stages of needed functions. Work-life stability is defined as "individuals who devote an appropriate amount of time to their employment while also devoting an equal amount of time to other interests, such as relatives, pals, and leisure activities." (Smith, 2010). It reflects the necessity for all employees to strike a balance between their professional and personal lives, irrespective of if either they hold regular family commitments. (Samson, Waiganjo & Koima, 2015).

Thus, one can boldly state that the work environment can be considered to be the totality of people's interactions with their working environment (Kohun, 2011). This environment, according to Nzewi et al (2018), includes the external area and immediate surroundings, as also cognitive processes, regulations, norms, customs, resources, teamwork, and place of work, each of which influences how employees carry out their duties. Several elements can influence the work environment, including organizational culture, leadership behaviour, power structures, and workforce development policy. Staff satisfaction is a measure of how happy workers are with their jobs and lives. Employee turnover refers to the rate at which employees leave their employers, whether freely or involuntarily. These three concepts are intrinsically tied; office environments have a strong influence on employee contentment, which does have a adverse effect on employee retention intentions. Knowing how to use a favorable work atmosphere to increase employee satisfaction and reduce staff turnover is crucial for establishing a strong team (Ingram, 2019). This is because Cunneen (2006) discovered that a happy work environment is more vulnerable to low employee turnover, as there are fewer occasions of forgery, improved security standards, smoother recruitment and retention of competent staff, and increased personnel well-being.

Libraries, like any other workplace, can experience disagreement and discourtesy between workers and management which can affect turnover intentions. Numerous studies like that of Ingram (2019) and Ikatrinasaria, Prayogo, and Ariyantia (2018) have discovered that the work environment has a favorable and statistically substantial impact on the intention to leave a library. Correspondingly, Ikatrinasaria, Prayogo, and Ariyantia discovered that personnel and workstation inter-relationships had a negative and strong influence on turnover intention but had no

close impact. Markey, Ravenswood, and Webber (n.d.) reached opposite conclusions. Markey, Ravenswood, and Webber examined how the quality of the work environment (QWE) influences employees' intentions to leave and suggest that QWE affects a manager's ability to mold employees' quitting intentions. They found that if employees perceive that the quality of their work environment is good, turnover intentions would be drastically reduced. The question here is what do employees regard as a 'good work environment' A good work environment is characterized by Low-stress levels, employees who feel respected by management, and people who do not feel endangered at work. Certain critical characteristics of a high-quality work environment have a higher effect on turnover intention than when the work environment is seen as poor.

Indeed, library employees will always argue when they believe their current work environment conforms to their responsibilities (Farh, 2012). According to Chandrasekar (2011), the type of work environment in which library workers function is critical to the library's success. Tamessek (2009) examined the degree to which employees see their work environment as meeting their fundamental, emotional, and social requirements, as well as their desire to remain in the firm. He also investigated the impact of perceived occupational settings on employee contribution and turnover in the organization, validating that if workers receive a supportive work environment and support on both a physical and social level, they will be extremely contented and demonstrate strong contribution which decreases turnover intention.

Job Performance and Turnover Intention

The term "job performance" is comprised of two words: "job" and "performance." Library instruction, reference services, cataloging and classification, reprographic services, document delivery services, loan services, exhibition and display, and a variety of other jobs are among those available. In this context, a job refers to a specific task, such as routine activities performed by library personnel in the library. Performance, on the other hand, can be defined as the completion of a particular task in contrast to currently accepted criteria of precision, comprehensiveness, expense, and frequency. In a contract, performance can be defined as the accomplishment of responsibility in a quiet way that the performer is free of all contracts and agreements (Sokro, 2012).

Thus, work performance originally referred to the actions or behaviors related to the organization's

aima; it is the process of performing an individual job using knowledge rather than simply knowing it. It can be changed with deliberate intervention because it is widely assumed that optimal library performance is actively linked to the efficiency, potency, collaboration, reliability, and originality of the library staff. Performance, according to Islami, Mulolli, and Mustafa (2018), is defined as the achievement of quantifiable goals. Individuals' performance is defined mostly by what they achieve, but rather how they accomplish it. That is the completion of predefined or established tasks by predefined or established criteria for correctness, accuracy, cost, and rate. High performance is a necessary tool for meeting corporate objectives. Individual performance, according to Sokro (2012), is critical for both the company itself and the individuals that work there. Organizations need strong performing employees to achieve their goals, provide the commodities for something they are known for, and finally, create a competitive advantage.

Job performance must be consistent with intellectual growth, skill development, and, also, positive personal principles, whereby the employee is compensated and promoted annually (Madukoma, Akpa & Okafor, 2014). Again, academic librarians' work performance is critical not only for librarian development but also for the growth and expansion of libraries. Samuel (2018) noted that job performance is the accumulation of a worker's behaviors that could be observed, analyzed, and evaluated on an individual basis. Furthermore, these behaviors should be consistent with the goals of the organization. As a result, Saetang et al. (2010) concluded that job performance is a type of human behavior that has a significant impact on an individual's work effectiveness. Furthermore, job performance can be defined as the benefit conferred value to the organization of each fractional behavioral incident that an employee encounters over a set period. It is the job tasks that an employee is expected to complete and the quality with which those tasks are completed. Conway (2015) defined job performance as "doing a job efficiently and effectively."

As a result, job performance refers to how well library personnel or individuals perform their jobs. It is the job tasks that a worker is expected to perform as well as the quality with which all of the tasks are completed. Many library managers, personnel, and administrators assess each employee member's work performance on a yearly or quarterly basis to help them identify potential areas for development. For example, in several academic libraries, the library

management evaluates each library staff member's job performance on an annual basis, and awards are given to distinguished staff/librarians. It should be linked to the organization's mission and strategy. Peng (2014) considers job performance to be simply the product of the quantity and quality of work performed. Job performance, on the other hand, refers to what an employee does on the job. Librarians' job performance has a strong influence on the quality of service they provide. Quality job performance improves librarians' job task output, which increases productivity. It also encourages library staff to be more completely devoted and productive in their duties. As a result, it is expected to produce positive results in an organization by encouraging employees to bring out their talent and potential for effective service delivery.

Effective job performance can increase employee and team commitment to an organization and its goals, as well as provide an employee with in-depth knowledge of the organization, aid in the improvement of communication skills, and help change the organizational culture for the better. Organizations can gain a marketable benefit by increasing their opportunities to contribute to value creation, which results in increased productivity, lower turnover intentions, and improved organizational performance (Njoku 2017). It is widely acknowledged that there is an optimistic method by which employee development influences job performance. Library organisation should create a variety of objectives to improve library professionals' job performance, such as monetary and non-incentives rewards for dedicated employees. The performance of librarians in university libraries varies greatly.

Job performance is defined as configurable action behaviors and outcomes that employees engage in and make a contribution to the organization's job performance taxonomy. Job performance evaluation includes both job objectives and performance analysis. Furthermore, Gandi et al (2014) developed a job performance model that takes into account the multifaceted nature of the job and then separates the various elements as follows: aspects of work evaluation that the worker has control over (job performance-related behavior), aspects of work evaluation that the worker does not have control over (job performance-related consequences or effectiveness), and aspects that deal with relative cost (utility). In addition, Sonnentag, Volmer, and Spychala (2010) provide another dimension of job performance as follows: Along with their regular jobs, library personnel

should be able to deal with emergencies or crises, work-related stress, solve issues creatively; deal with uncertain and unexpected work conditions, acquire new job responsibilities, technology, and procedures; and demonstrate interpersonal flexibility. Job performance and intentions to leave are inversely related and have a significant negative relationship. High job performance motivates employees and leads to reward, which reduces turnover intention, whereas low job performance indicates that the person is inefficient enough to obtain benefits, which leads to the employee quitting the organization.

Additionally, Sturman, Shao, and Katz (2012), on the other hand, argue that the long-held presumption that the relationship between job performance and turnover is curvilinear (U-shaped) is not always correct. In other words, the highest and lowest performers are most likely to resign. Numerous studies have confirmed these findings, but nearly all of them were carried out in the United States. Michael Sturman and colleagues recently published an essay in which they investigated the impact of culture on the relationship between performance and turnover. The authors examined data from 24 different countries' personnel. They compared the in-group collectivism, power distance, and avoidance of ambiguity of the nations. In a collectivistic culture, people have a strong desire to be a part of a group, and community goals take precedence over individual goals. They discovered that the curvilinear relationship between job performance and turnover did not hold up in some cultures. The U-shaped connection was weaker in collectivist cultures and cultures with a high degree of power distance and uncertainty avoidance (in other words, it is a much flatter U). Voluntary turnover was less common in such societies than in those with a high degree of individuality but a low degree of power distance and uncertainty avoidance. In societies with a high-performance emphasis, the relationship between performance and turnover was stronger (more U-shaped). (Sturman et al., 2012 & Katz et al., 2012). As a result, while employers strive for organizational growth and development through job performance, employee motivation should remain a top priority. Employees have varying needs and expectations, which, if not met, can increase the likelihood of library personnel leaving.

Schematic diagram of the relationship between variables in the conceptual framework by Researcher (2021)

As shown in figure 1, the schematic diagram above is the various occupational variables that determine turnover intention among library personnel in private university libraries. These are work environment and job performance and motivation. Fig 1, illustrates that occupational variables are the independent variable while the turnover intention is the dependent variable.

This model proposes that the occupational variables are factors that could predict the turnover intention of library personnel and these variables constitute links between one another, which has serious implications for sustainability and retention of quality staff. The retention rate would be high if turnover intentions are low. Turnover rates in organisation do not happen in isolation. Certain variables either increase or decrease turnover intention.

Notably, there are certain indicators of

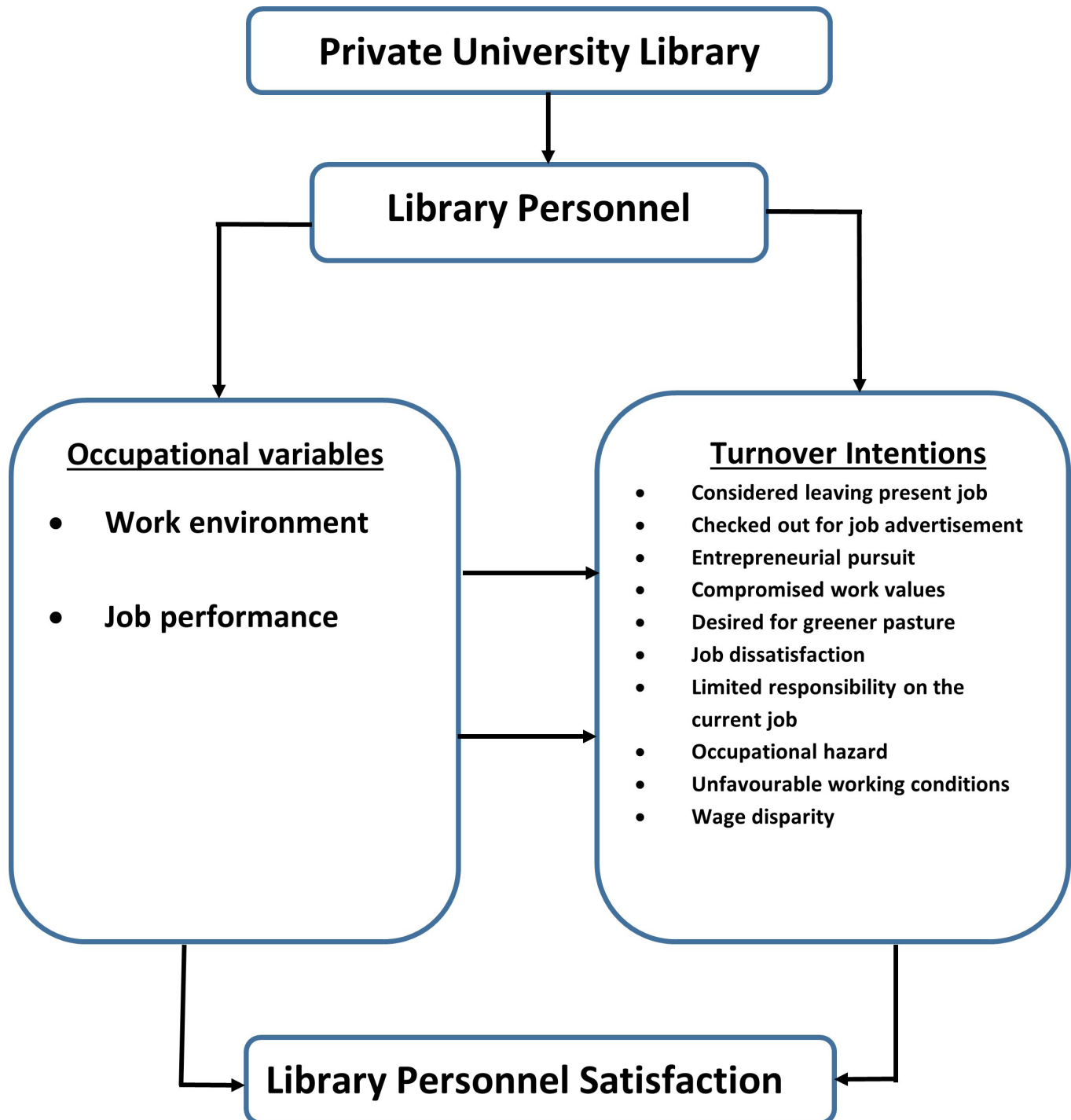


Figure 1. A schematic diagram showing the relationship between the variables of the study, Source: Researcher (2021).

turnover intentions among employees. For instance, the frequency at which an employee considers leaving their present job is an indication of their level of turnover intention. Heponiemi, Hietapakka and Aalto (2019) opined that turnover intention can be measured if an employee has plans to change their employment. Furthermore, when the employee begins to check out job advertisements frequently in the newspaper, it is a sign of an intention to quit. Employees may begin to check out for other jobs in a bid to pursue career growth. This becomes imminent when the employee does not get the desired entrepreneurial pursuit in his or her present job. Bulmash and Winokur (2020), in a study, found a link between entrepreneurial pursuit and intent to quit the place of work as a function of both tolerances for risk and perception of organizational entrepreneurship opportunities. By implication, employee turnover intention could be a product of a lack of entrepreneurial opportunities in his or her present workplace. Thus, there may be the likelihood that such an employee may be dissatisfied with his or her job.

Employees may get dissatisfied with their jobs when work values are compromised. Employees who believe their work ideals have been compromised are more inclined to quit. Picincu (2020) highlighted, for example, that micromanagement, workplace stress, poor management, and other variables contribute to job discontent, and that degraded work values are associated with increased turnover rates. Again, working environments can have a variety of positive and bad effects on employee outcomes, particularly the intention to leave. According to Arnoux-Nicolas, Sovet, Fabio and Bernaud (2016), perceived working circumstances can have a variety of negative consequences on employee behavior, including turnover intention.

No doubt, turnover intentions are linked to many variables including wage disparity. In many research, wage disparity is directly linked to turnover intention in organisations. In certain studies, wage disparity, according to Karanja, Karanja, and Wagoki (2017) plays a strong impact on how employees are satisfied and in the long run their turnover intention. Thus, bridging the expectation of employees and employers has made wage disparity to become a hot topic in the domain of labour turnover.

Theoretical Framework

To support this study, the following theoretical work is presented:

Affective Events Theory (AET) by Weiss and Cropanzano (1996)

Affective Events Theory (AET) explains the relationship between employees' internal influences, personality emotions, cognition, and their relation to incidents that occur at work. The Affective Event Theory (AET) holds that the emotional episode (turnover intention) of library personnel is a series of emotional experiences precipitated by a single event such as a poor work environment. the theory further stipulates that job satisfaction is determined by personnel's present feelings at any given moment, as well as the history of emotions surrounding the occurrences. However, because moods and emotions fluctuate over time, their effect on the job performance of library staff varies as well. This is because emotions are irreconcilable with the behavioural patterns required to perform a job; they usually have a detrimental effect on job performance, even when they are positive emotions such as satisfaction or pleasure.

According to AET, workplace events such as job satisfaction, work environment, and job performance are the primary causes of employees' emotional states, and these affective experiences have a direct effect on employees' attitudes and behaviors, such as turnover intentions. This means that job satisfaction, work environment, and motivation all have an effect on the experiences library staff have in libraries, which invariably has an effect on their decision to quit or remain in the library. AET also allows for multiple times, as affect levels fluctuate over time and these patterns of affective states have an effect on both overall feelings about one's employment and discrete work behaviors.

The Affective Events Theory provides a theoretical basis for explaining the antecedents such as occupational variables and how they can affect turnover intentions at work. Given this, the Affective Events Theory was chosen to explain and serve as a theoretical basis for the inclusion of some of the occupational factors for this current study (Work Environment and Job Performance) because Affective Events Theory attempt to describe how certain types of events or factors (in this case occupational variables) give rise to affect a process (turnover) that may be influenced by individual disposition and which in turn influences individual attitudes and behaviours.

Methodology

A correlational survey design was used in this study. The correlational design defines the kinds of

relationships that exist between or among two or more variables. It will be restricted to the six states that comprise Nigeria's South-South geopolitical zone, namely Akwa-Ibom, Bayelsa, Cross-Rivers, Delta, Edo, and Rivers. The study's population included all 113 library personnel working in the libraries of the fourteen (14) private universities in South-South Nigeria (Source: NUC, and Administrative offices of the libraries). The questionnaire served as the primary research tool in this study. To analyze data for all research questions, the descriptive statistics of Pearson Product Moment Correlational Coefficient (PPMCC) (r) were used. The Statistical Package for the Social Sciences (SPSS) version was used for all analyses. The choice of SPSS was that it helps to process critical data in simple steps. It also helps to understand the type of relationship between two variables. All null hypotheses were tested using standard linear regression analysis at the 0.05 level of significance.

Results

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

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

Table 1 shows the result of the relationship between the work environment and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.66. This is an indication that there is a high relationship between the work environment and turnover intentions of library personnel. The result in the table also shows that the coefficient of determination (R^2) associated with the correlation coefficient (r) of 0.66 is 0.43. This indicates that 43% of the work environment is a determinant of the turnover

Table 1. Pearson's Correlation Co-efficient Analysis of the Relationship between Work Environment and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	R	R ²
Work Environment	41.04	6.731	103	0.66	0.43
Turnover Intentions	27.20	7.669	103		

Table 2. Standard Regression Analysis of the Relationship between Work Environment and Turnover Intentions of Library Personnel

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	6577.486	145	6577.486	147.403	0.00	Rejected
Residual	6425.644		44.623			
Total	13003.130		44.623			

Table 3. Pearson's Correlation Co-efficient Analysis of the Relationship between Job Performance and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	R	R ²
Job Performance	49.50	6.668	103	0.41	0.17
Turnover Intentions	27.20	7.669	103		

Table 4. Standard Regression Analysis of the Relationship between Job Performance and Turnover Intentions of Library Personnel

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	1034.731	1	1034.731	21.053	0.00	Rejected
Residual	4963.987	101	49.148			
Total	5998.718	102				

intentions of library personnel the libraries.

HO₁: There is no significant relationship between work environment and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 2 shows that the obtained F-ratio 147.403 is significant at the 0.00 level. Therefore, the null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. It, therefore, can be inferred that the work environment is significantly related to the job performance of library personnel in private university libraries in South-South, Nigeria.

Research Question 2: What is the relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

Table 3 shows the result of the relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It reveals that the correlation coefficient (r) is 0.41. This is an indication that there is a medium relationship between job performance and turnover intentions of library personnel. This implies that the job performance of the library personnel can increase or decrease their turnover intentions. The result in the table also shows that the coefficient of determination (R²) associated with the correlation coefficient (r) of 0.41 is 0.17. This indicates that 17% of job performance is associated with the turnover intentions of library personnel in the libraries.

HO₂: There is no significant relationship between job performance and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 4 shows that the obtained F-ratio 21.053 is significant at the 0.00 level. Therefore, the null hypothesis was rejected because 0.00 is less than the

0.05 probability level set for the study. It, therefore, can be inferred that job performance has a significant relationship with the job performance of library personnel in private university libraries in South-South, Nigeria.

Discussion of Findings

It was found that there is a high relationship between the work environment and turnover intentions of library personnel. In support of this finding, Ingram (2019) and Ikatrinasaria, Prayogo, and Ariyantia (2018) found that the work environment has a positive and significant effect on turnover intention in libraries; Meirina, Ferdian, and Suyuthie (2018) found that 30.9 percent of employee turnover intention is determined by the work environment, with the rest affected by other variables such as compensation, work stress, and job satisfaction.; Omeluzor, Dolapo, Agbawe, Onasote and Abayomi (2017) found that infrastructure is a high predictor of the turnover intention of librarians; Lee, Seo, Lee, Lee, Neon and Han (2016) statistically significant correlation between turnover intention and work environment; and Qureshi et al (2013) found high relationship with workplace environment is reported. The finding and the other findings suggest that high-level deficiencies or infrastructural decays in the work environment are likely to increase the level of turnover intentions of library personnel in the university libraries.

Furthermore, the study found that the work environment is significantly related to the job performance of the library personnel. Supporting this finding, Meirina, Ferdian, and Suyuthie (2018) found that a significant relationship exists between the work environment and the employees' turnover intentions and Lee et al, (2016) found a statistically significant correlation between turnover intention and work environment. To buttress the relationship between

work environment, Eden, Akpan and Pepple (2017) posit that the work environment of workers like library staff can harm their productivity and job performance which may lead to high turnover rates in the library. Based on these findings, it can be posited that a good, friendly, welcoming, and healthy library environment could lead to reduced personnel turnover intentions in the university libraries

In the same vein, the study found that there is a medium relationship between job performance and turnover intentions of the library personnel. Saeed et al (2014) found that there is a 23 % variation in turnover intentions and job performance and the other variables studied. These findings suggest that to a low extent, the job performance of the library personnel can constitute their reasons for deciding to quit their place of work for another place. This could also imply that in some cases the low competency level, lack of healthy competition, poor attitudes, and poor quality job inputs of other library staff could discourage or instigate dedicated library personnel to consider leaving the library for another library.

The study also found that job performance has a significant relationship with the job performance of library personnel. Shahzad, Bashir, and Ramay (2008) found that there is a positive relationship between reward practices with the performance of university teachers in Pakistan. This finding indicates that if the job performance of a library personnel's colleagues is burdensome, increases workload, results in poor library quality, brings a bad image to the entire library staff, or attracts general reprimanding actions from the management, such library personnel might decide and make efforts to leave the library for another library.

Conclusion and Recommendations

The study was prompted by an increase in the number of personnel transitioning from private to public institutions. The goal of this study was to identify variables that influence or predict library personnel turnover intentions. The variables under study are work environment and job performance. Based on these findings, it is imperative to note that there is a high relationship between the work environment and turnover intentions of library personnel. The result of the study showed that the library personnel appreciates and desires to work in a library that is conducive, appealing, welcoming, and tasteful in terms of the availability of working amenities, working tools, and ICT facilities. However, if the working environment is not friendly and supportive, it might create an insecure

and uncertain impression in them which could increase their turnover intentions. The study found that there is a medium relationship between job performance and turnover intentions of the library personnel. The result also reveals that when the library personnel carries out their housekeeping duties effectively; the users will be satisfied and appreciate the services of the library.

Furthermore, the study recommends that private university managers should make the library working environment conducive by providing and making available amenities such as well-furnished offices with modern cabinets and furniture, air-conditioner fans, and Information and Communication Technologies (ICT). Finally, the study recommends that Private university library administrators should make certain that library personnel who perform credibly, exceptionally well, and stand out in their job responsibilities are recognized, recommended, rewarded, and compensated monetarily and otherwise.

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Corresponding Author

Rosemary Anwuli Odiachi
romaodiachi@gmail.com