

LEADERSHIP STYLE AND TURNOVER INTENTION OF LIBRARIANS IN USMAN DANFODIO UNIVERSITY LIBRARY, SOKOTO STATE

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Abstract

This study examined the extent to which leadership style correlated with turnover intention of librarians in Usman Danfodio University Library, Sokoto State. Survey research design was adopted. The population consisted of all the 191 library staff in the study area. Total enumeration was used. The research instrument used was a validated questionnaire. A response rate of 84.5% was achieved. Data were analysed using descriptive statistic. Finding shows that library staff in Usman Danfodio University Library, Sokoto State considered their level of turnover intention to be very high judging by the average mean score of 3.57 on the scale of 4. The finding also shows that library staff in Usman Danfodio University Library, Sokoto State considered that there are various types of leadership styles practices in their libraries. The result shows that the prevalent leadership style practice in the libraries investigated was autocratic (average mean=3.76), this is followed by democratic (average mean= 1.80) and laissez-fair (average mean=1.69) on a scale of 4. The study concluded that leadership style contributed significantly to the high level of turnover intention of library staff in Usman Danfodio University Library, Sokoto State. It is recommended that library management should be more democratic in their leadership style. This would reduce turnover intention of the employees in private university libraries.

Keywords: Leadership, Leadership style, Turnover intention, librarians and university libraries

Introduction

Turnover intention can be described as the rate to which a member of staff is willing to leave a particular organization; it affects organizational sustainability and rating. Turnover intention is a process whereby an employee decides to quit or leave a particular organization for another one for some reasons. It implies an employee's personal anticipated likelihood that he or she has a deliberate intention to quitting the establishment in the near future. It can also be described as employee's consideration or thinking to quitting a job (Long & Thean, 2011). Employee's turnover intention has been a serious problem of organizations regardless of their size, locations, or nature of business as the effect of high turnover intention on organizational objectives affects negatively the quality of organizational products or services (Long & Thean, 2011). Turnover intention may arise as a result of some factors or features directly present in an organization such as, organizational policies, motivational strategies, and organizational culture among others.

There are some other factors may contribute to employee's turnover intention that organizations may not have control over such as demographic variables (sex, age, educational qualification, and years of experience among others). Employee turnover intention can be classified into voluntary and involuntary. Voluntary turnover is a situation whereby an employee makes decision whether to stay or quit an organization. This type of turnover is detrimental to the organization in general because the employees that will makes decision to quit the organization for

another are often those that are talented and high performing, who are actually working hard thereby giving the organization some competitive advantage to enable it move forward. Involuntary turnover intention on the other hand refers to a situation or a process in which the organization decides to weed the workforce: in this case, the organization decides who goes and also stays in most cases, the under-performing employees, are likely to be affected; and this may bring healthy competitions into the organizational workforce and increase employee's performance and organizational products or services.

Turnover intention is what leads to actual turnover. Employee's turnover has been a serious issue facing most organizations all over the world across various sizes, locations, and ownership. It is a critical issue that management of organizations should be bold to address because of its negative impact on the organization generally, it increases the cost of running the organization, and also reduces the productivity of the organization as well as the image of the organization. (Kessler, 2015; Kessler & Catana, 2013). The level of turnover intention of library staff in private university libraries in Nigeria is high (Olusegun, 2013). This is actually a course for concern. The causes of turnover intention in an organization are human resource management related issues, organizational culture, job related issues, leadership style among others. Similarly, the achievement of any organization depends on the retention of key human resources, and to an extent, on customer satisfaction as well as the attraction and retention of first rate skills and manpower sustainability.

Leadership style is another issue of concern that organizations should pay attention to: the leadership style prevalent in any establishment (including library and information centres) will influence the behaviour of employees in that organization. Leadership style plays a major role in determining the library staff turnover intention. Thus, effective leadership is a key success factor in employees and organization's success or failure. It could be perceived as a process of working through people to achieve organizational goals and objectives. Leadership style can be described as the method or the style that a leader adopts in the management of resources in the organizations including human resources. Findings have shown that there are various leadership styles that can be adopted in the administration of organizations (Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir 2015; Segun-Adeniran,)

Leaders at one point in time adopt a style of leadership in the day-to-day administration of their organizations; and the style of leadership that is prevalent in an organization/library and information centres have influence on the organizational resources, functions, and services or products. Leadership is a process or an act of inspiring people so as to get the best out of them and at the same time achieve expected results. The leadership style adopted by managers or leaders at one point or the other will influence the librarians' turnover intention. Various researchers such as (Kaladeh, (2013), Izidor and Iheriohanma (2015). pointed out that leadership style is crucial for staff intention to stay, bearing in mind that lack of library staff can increase the gap in turnover intention rate and manpower deficiency in any organization including library and

information centres; and that leadership and supervision are important in employee retention, and that leadership behavior as perceived by employees' is an important factor of workers' turnover intention. A suitable leadership style existing in any kind of organization could possibly foist and foster enduring organizational culture capable of inspiring employee's buy in for greater turnover intention.

Statement of the Problem

Human capital is a key success factor in any university library. Dissatisfied and unhappy employees in any organization may not perform optimally and this may translate into poor productivity, a high rate of staff turnover, and a threat to the organization generally. Research has discovered that the level of turnover intention of library staff in university library is high (Olusegun, 2013). This actually is a cause for concern. In other words, studies have not been directed at investigating the relationships between welfare, personal and managerial issues such as leadership style, and turnover intention on the other side. The aim of this research is to find out the relationships among these variables; especially, the extent to which leadership influences the intention of library staff in Usman Danfodio University Library, Sokoto State.

Objective of the Study

The general objective of the study is to investigate leadership style and turnover intention of librarians in Usman Danfodio University Library, Sokoto State. The specific objectives are to:

1. identify the level of turnover intention of library staff in Usman Danfodio University Library, Sokoto State;

2. ascertain the leadership styles prevalent in Usman Danfodio University Library, Sokoto State

Methodology

Survey research design was used for this study. Population of the study consisted of 191 librarians in Usman Danfodio University Library, Sokoto State. The total enumeration was used for this study. The instrument used to collect data was a questionnaire. The corrected copies of the

questionnaire were distributed to all the library staff in the university library for the study. Data collected for this study were analysed using Statistical Package for Social Science (SPSS), 22.0 latest versions. The data collected were analysed using descriptive statistics that is percentage, mean and standard deviation

Data Analysis and Discussion of Findings

This section presents the result of the analysis of the data collected. Descriptive statistics were used in the analysis of data.

Research Question 1: What is the level of turnover intention of library staff in Usman Danfodio University Library, Sokoto State?

Statement	VH (%) 4	H (%) 3	L (%) 2	VL (%) 1	M	SD	AM
Availability of Job Alternatives							
There is available employment opportunity in my profession	254	51	0	0	3.83	(.37)	3.88
	(83)	(17)	(0)	(0)			
More universities are been established so I can get another job	257	48	0	0	3.84	(.36)	
	(84)	(16)	(0)	(0)			
With my qualifications and experience, I can get another job	295	10	0	0	3.97	(.18)	
	(97)	(3)	(0)	(0)			
Job Stress							
I spend longer time at work	166	139	0	0	3.54	(.50)	3.77
	(54)	(46)	(0)	(0)			
I get moody when I am at work	256	49	0	0	3.84	(.37)	
	(84)	(16)	(0)	(0)			
I feel that there is too much dead/life lines at my work place	233	72	0	0	3.76	(.43)	
	(76)	(24)	(0)	(0)			
I feel exhausted due to too much work at my office	269	36	0	0	3.88	(.32)	
	(88)	(12)	(0)	(0)			
I am stressed at work as a result of conflict in job demands	303	2	0	0	3.99	(.08)	
	(99)	(1)	(0)	(0)			
I am stressed out at work as a result of fear of job loss	192	113	0	0	3.63	(.48)	
	(63)	(37)	(0)	(0)			
I regularly experience fatigue at my job	217	88	0	0	3.71	(.45)	
	(71)	(29)	(0)	(0)			

Organizational Injustice							3.61
The reward system in my organization cannot be compared to the work I do	174	131	0	0	3.57	(.50)	
	(57)	(43)	(0)	(0)			
Employees are not treated fairly in this organisation	170	135	0	0	3.56	(.50)	
	(56)	(44)	(0)	(0)			
There is favouritism in this organisation	133	172	0	0	3.44	(.50)	
	(97)	(3)	(0)	(0)			
Employees are not treated based on merit	271	34	0	0	3.89	(.32)	
	(89)	(11)	(0)	(0)			
Hostile Work Environment							3.37
My office is not conducive	271	34	0	0	3.89	(.32)	
	(89)	(11)	(0)	(0)			
The immediate boss is not supportive	224	81	0	0	3.73	(.44)	
	(73)	(27)	(0)	(0)			
My co-workers are not friendly	72	0	120	113	2.10	(1.14)	
	(24)	(0)	(39)	(37)			
The working conditions is not favourable	230	75	0	0	3.75	(.43)	
	(75)	(25)	(0)	(0)			
Job Insecurity							3.22
The job in this organisation is not secure	269	36	0	0	3.88	(.32)	
	(88)	(12)	(0)	(0)			
I am afraid of losing my present job.	265	40	0	0	3.87	(.34)	
	(87)	(13)	(0)	(0)			
I can keep my current job for as long as I want it.	16	4	127	158	1.60	(.76)	
	(5)	(1)	(42)	(52)			
I am not really sure how long my present job will last.	164	141	0	0	3.54	(.50)	
	(54)	(46)	(0)	(0)			
Overall mean							3.57

Key: VH = Very High, H = High, L = Low, VL = Very Low, M = Mean, SD = Standard Deviation; AM = Average Mean

Table 1 shows that library staff in Usman Danfodio University Library, Sokoto State considered their level of turnover intention to be very high judging by the average mean score of 3.57 on the scale of 4. Availability of job alternatives (average mean = 3.88) that is establishment of more universities in the countries and higher qualifications and experiences of the staff contributed more to their high turnover intention. Job stress (average mean= 3.77) which is too much job demands and deadlines at work also contributed to a high

rate of turnover intention, Organizational injustice that is favoritism and unfair treatment of library staff are also other predictors of turnover intention (average mean = 3.61). Also, hostile work environment contributed to high turnover intention (average mean = 3.37) and job insecurity was also high (average mean =3.37) meaning that the fear of job loss by library staff in Usman Danfodio University Library, Sokoto State contributed to their high rate of turnover intention.

Research Question 2: what are the leadership styles prevalent in Usman Danfodio University Library, Sokoto State?

Statement	SA (%) 4	A (%) 3	D (%) 2	SD (%) 1	M	STD	AM
Autocratic Leadership Style							
In my library, the leadership does not readily accept new ideas from subordinate	166	139	0	0	3.54	(.50)	3.76
	(54)	(46)	(0)	(0)			
In my library, the leadership takes decisions arbitrarily	200	105	0	0	3.66	(.48)	
	(66)	(34)	(0)	(0)			
In my library, most of the time the leader does not explain his actions	259	46	0	0	3.85	(.36)	
	(85)	(15)	(0)	(0)			
In my library, the leadership believe that I will work best in a situation where I am given clear and direct instruction on my job.	271	34	0	0	3.89	(.32)	
	(89)	(11)	(0)	(0)			
In my library, employees are always threatened or punished if they did not do their job or make mistakes	226	79	0	0	3.74	(.44)	
	(74)	(26)	(0)	(0)			
In my library, the leaders believe that employees need to be supervised closely or they are not likely to do their work	232	73	0	0	3.76	(.43)	
	(76)	(24)	(0)	(0)			
In my library, the leaders feel that most employees are lazy	262	43	0	0	3.86	(.35)	
	(86)	(14)	(0)	(0)			
Democratic Leadership Style							
In my library employees are part of the decision-making process	64	0	162	79	2.16	(1.04)	1.80
	(21)	(0)	(53)	(26)			
In my library, there is frequent and supportive communication from the leaders.	0	38	223	44	1.98	(.52)	
	(0)	(12)	(73)	(14)			
In my library, the leaders regularly ask others for feedback on how well things are really going	0	0	137	168	1.45	(.50)	
	(0)	(0)	(45)	(55)			
In my library, the leaders have the interest of the subordinate at heart	0	0	186	119	1.61	(.49)	
	(0)	(0)	(61)	(39)			
Laissez-fair Leadership Style							
In my library, the leaders give subordinates complete freedom to solve problems on their own	0	0	167	138	1.55	(.50)	1.69
	(0)	(0)	(55)	(45)			
In my library, the leaders believe that it is best to leave subordinates alone	0	0	207	98	1.68	(.47)	
	(0)	(0)	(68)	(32)			
In my library, leadership stays out of the way of subordinates as they do their work	0	0	248	57	1.81	(.39)	
	(0)	(0)	(81)	(19)			
In complex situations, leaders let subordinates work problems out on their own	0	0	222	83	1.73	(.45)	
	(0)	(0)	(73)	(27)			
Overall mean						.	

Key: SA= Strongly Agree, A= Agree, D= Disagree, SD=Strongly Disagree, M=Mean, STD=Standard Deviation, AM=Average Mean

Table 2 shows that library staff in Usman Danfodio University Library, Sokoto State considered that there are various types of leadership styles and practices in the library. The table shows that the prevalent leadership style practice in the library investigated was autocratic with (average mean=3.76), this is followed by democratic (average mean= 1.80) and laissez-fair (average mean=1.69) on a scale of 4. This implies that the autocratic leadership style is more practice in Usman Danfodio University Library, Sokoto State.

Discussion of Findings

This section discusses the major findings of this study in relation to past studies. The discussion followed the research questions on which sources of relationships between leadership style and turnover intention of library staff were established through past empirical studies. Each of the two research questions were based on determining the influence they had on the turnover intention of library staff. The findings of the study are discussed as follows:

Research question one showed that library staff in Usman Danfodio University Library, Sokoto State turnover intention was very high. This supported the earlier study of Olusegun (2013), who investigated the turnover intentions of library personnel in selected universities in southwest Nigeria to find out the level of turnover intention of the librarians. The author discovered that the turnover intention of librarians in the libraries investigated was high. The finding of this research suggests that the major contribution to their very high turnover intention of library staff in South-West Nigeria were their belief that they were not treated based on merit, and neither was the reward system fair. This finding is also in

support of the previous studies on the factors that may lead to employees' turnover intention such as organizational policies, among others. Kessler (2015) citing Kessler and Catana (2013) discovered that the causes of turnover intention in an organization are human resource management related issues, organizational culture, job related issues, and leadership style among others. This present study also corroborated the study of Ergado and Gojeh (2015), Hussan (2011) who also discovered poor incentives, unfair or unequal treatment, poor supervision, unsatisfactory salary, the disparity in salary between library staff and their counterparts in other jobs as causes of turnover intention.

Research question two showed that the three types of leadership styles (autocratic, democratic and laissez-fair) were practices in the library; but the prevalent leadership styles in Usman Danfodio University Library, Sokoto State that this study investigated was autocratic with (average mean=3.76), followed by democratic (average mean= 1.80) and laissez-fair (average mean=1.69) on a scale of 4. These findings also supported Awan, Mahmood and Idrees (2014) who discovered in their research in some University libraries that majority of the libraries they studied adopted autocratic leadership style and very few fall in laisses-fair category. This present research also corroborated Mc Gregor's theory X which believes that employees are lazy and will only work under strict supervision. Most organizations tend to adopt this style of leadership so as to achieve desired results through rewards and punishments (Nayab, 2015; Khan, et al 2015).

Conclusion

The study shows a high turnover intention of employees in Usman Danfodio University Library, Sokoto State. The research was directed towards library staff welfare and other issues such as leadership style and turnover intention. Usman Danfodio University Library, Sokoto State should take the welfare and other issues that concern staff seriously. They should be adequately and fairly motivated so as to increase their motivation and at the same time reduce their turnover intention, similarly, good and appropriate leadership should be practiced in university libraries in Nigeria so as to reduce the rate of turnover intention of staff as the effect of staff turnover is disastrous to organizations including library and information centres.

Recommendations

Based on the findings that were revealed in this study, the following recommendations are hereby proffered as the way forward:

1. The study revealed a high level of organisational injustice of library staff in the university library and this may led to high rate of staff turnover. This was attributed to the fact that employees were not treated base on merit; they are not treated fairly, among others. The study recommends that the library management should treat the employee's base on merit as this will go a long way to improve organisational trust and also may reduce their rate of turnover intention thereby leading to a high rate of organisational performance.
2. The high rate of autocratic leadership style in some university libraries compared with democratic leadership style suggests that the library staff

may not have too much contribution to the matters that affect them. This was attributed to threats at work, and arbitrary decisions on the part of university/library management without carrying the staff along in most university libraries. The university/library management should practice democratic leadership style most of the time as this may enable the library staff to own the work and make meaningful contributions.

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