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Organisational Commitment as a Determinant of Librarians' Turnover Intention in University Libraries in South-West, Nigeria

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ABSTRACT

Turnover intention is a core index that predicts probable loss or retention of staffs in any organization, university library inclusive. High turnover intention is a serious managerial challenge; as it impacts greatly on the cost of personal recruitment and development. Literatures have identified high turnover intention as a major concern to organization worldwide about the job mobility of their employees. Previous studies in Nigeria have established high turnover intention among librarians. This development may be attributable to poor organizational commitment of the librarians. This study investigated organizational commitment as a determinant of librarians' turnover intention in universities in South-West, Nigeria. The population of the study consisted of 204 librarians working in 11selected university libraries in South-West, Nigeria. The study used a survey research design and data were gathered through a structured questionnaire. The study found that turnover intention of librarians in universities in South-West, Nigeria was low indicating that they are not really keen about job changes. It also reveals that librarians' organizational commitment is high, and that organizational commitment is a significant determinant of librarians' turnover intention $F(1,143) = 19.602$, $p < .05$) with $R^2 = 0.121$. The study concludes that organizational commitment is a key factor influencing librarians' turnover intention. It was thus recommended that the management of libraries should make effort to sustain the librarians' low turnover intentions and high level of commitment.

KEYWORDS

- Libraries
- Organisational commitment Accessibility
- Staff retention
- Turnover intention
- Universities

Introduction

University libraries are central to the growth and development of the universities. Usually, the university library is established alongside the universities; as no accrediting or supervising body will approve any university or course without a functional library. University libraries provide pertinent educational and recreational information resources to complement the curriculum and research requirements of the universities. It takes skilled and well-trained librarians to complete these jobs. The mobility of librarians in university libraries in Nigeria is high as many more universities are being established and experienced librarians are needed to manage the new university libraries, the old and existing university libraries also need the services of the experienced librarians; hence the need to ensure the retention of such librarians.

Retaining valuable librarians remain a major challenge to university libraries as other competitors will be willing to add such quality personnel to their staff list. Any governmental or commercial organization will find it difficult to hold on to its most valuable employees, according to Al Balushi, Yhumiki, Nawas, Jurcic, and Gajenderan (2022). Staff retention is a serious issue because, according to Abbasi and Hollman (2000) and Song (2016), employees are the main factor in the effective accomplishment of the success of any organization. Where an organization loses too many quality personnel, it is significantly negative to the organization as the tasks of recruiting and training new staffs regularly comes at a huge cost to such organization. Song (2016) actually states that contracting and coaching of new staff takes a lot of effort and time, money, knowledge, etc. As such, every organization strives to work against their employees' urge to change their jobs.

The urge or plan to change any job is termed 'turnover intention'. An employee could be said to have turnover intention when the conditions that will make such staff consider change of jobs or leaving the organization is prevalent. Belete (2018) states that employees' turnover intention describes the prospect of an employee leaving his current job. Saeed, Waseem, Sikander and Rizwan (2014) describe turnover intention as a state where workers of an organization have plans to terminate their employment with their organization. Lazzari et.al (2022) captured all of these definitions when he described turnover intention as the inclination or plan of employees to willingly discontinue working. Turnover intention remains a concern to organisations worldwide; libraries inclusive. Turnover intention can be voluntary or involuntary. Voluntary turnover occurs when a worker leaves their position and the company of their own free will. It is involuntary when the decision of the management of an organization forces an employee to leave (Belete, 2018). Regardless of the type, turnover remains a silent danger to any organization including the library. Albaqami (2016) observed that educational institutions are one of the major organizations that is visited by this silent danger. This observation and many more had led to the probe of the causes of high rate of the employees' urge to leave the jobs they initially struggled to get.

Jobs are necessities to individuals. They need it to be financially empowered and sustain livelihood. As such, they seek employment with organisations that may be interested in their skills with the initial intention of staying long in the organization. However, the period of an individual's stay in an organization cannot be predicted, as several factors influence the decision to stay long or otherwise. Belete (2018) identified such factors to include job dissatisfaction, job stress, organisational culture, organizational commitment, salary, organizational justice,

leadership styles, and organizational climate. A psychological condition called organizational commitment keeps a worker loyal to their employer, easing the burden of excessive staff turnover. Organizational commitment is a critical desire of organizations who are interested in retaining their talented employees (Dinc, 2017). Organizational commitment, according to Akintayo (2010), is the level of a worker's devotion to their employer. Fu and Deshpande (2013) corroborated the description when they assert that organizational commitment measures how closely an individual identifies with their employer. When a person and an organization have a strong link, it helps with retention and decreases the likelihood that they will quit. (Allen & Meyer, 1996).

Turnover intention among librarians in Nigeria is becoming concerning as more tertiary level institutions are created, and thus increasing librarians' mobility. Oloyede and Soyemi (2022), Soyemi and Oloyede (2022), and Aiyebelehin, Odiachi and Omoregie (2020) in their various research endeavours found librarians turnover intention to be high. High turnover intention of librarians will not only see experienced and resourceful librarians moving to other libraries, the ones that are yet to get desired job will lose interest and focus on their current employment; and these will lead to poor services delivery in the libraries. Poor service delivery will in turn lead to reduced patronage thereby defeating the objectives of the libraries. To arrest this ugly development, it is pertinent that library managements understand how to reduce turnover intention of librarians. Consequently, the study examined organizational commitment as a factor of librarians' intention to leave their positions in the South-West of Nigerian libraries.

Objective of the Study

The research probes the effect of organizational commitment on librarians' turnover intention in university libraries in South-West, Nigeria. The specific objectives were to:

1) Find out the level of librarians' turnover intention in universities in South-West, Nigeria.
2) Ascertain the level of librarians' organisational commitment in universities in South-West, Nigeria.
3) Determine the influence of organisational commitment on the turnover intention of librarians in South-West, Nigeria.

Research Questions

The following research questions guided the study:

1) What is the level of librarians' turnover intention in universities in South-West, Nigeria?
2) What is the level of librarians' organisational commitment in universities in South-West, Nigeria?

Research Hypothesis

The following hypothesis was tested at 0.05 level of significance:

1) There is no significant influence of organisational commitment on librarians' turnover intention.

Literature Review

Turnover intention has continued to be a major challenge to employers of labour and managers. Turnover intention is the urge by an employee to quit his work. According to Lazzari, Alvarez, and Ruggieri (2022), turnover intention is the employee's expressed disposition to leave his/her workplace within a particular time frame. This concept is frequently employed to assess actual

workers plan to opt out of a job. The possibility that an individual will quit their current employment is referred to as turnover intention of employees. Every establishment has always given staff member mobility a top priority, regardless of where it is situated, how big it is, or what kind of enterprise it is. Kitila et al (2021) and Grifethet al (2000) in different studies observed that in earlier studies, turnover has been predicted by turnover intention. The term "intention to depart" refers to a worker's acknowledged craving to dispense with their current position in the near future (Mansor & Tremblay 2018).

Turnover, or the act of entirely leaving, represents a considerable expense in maintaining the current labor force and managing the workforce. The first unfavorable effects of employee turnover are the unquestionably high costs associated with hiring a replacement. Companies constantly strive to strengthen the dedication of their professional employees and the retention of its knowledgeable personnel because the expenses involved with finding, employing, and training new hands are always very high. Another major unfavourable effect of worker turnover is the resulting disorder of corporate activity, which includes lower performance and uncompleted daily responsibilities (Nanncarrow etal. 2014; Bartanen et al., 2019; Pandita & Ray, 2018; and Li et. al., 2019). High staff turnover rate lowers current employees' motivation, adds to workload, and makes work management more difficult. The depletion of qualified employees, also referred to as human investment, is a serious problem that has a detrimental impact on the efficacy, productivity, and general performance of an organization (Ekwosimba, 2022). Alhough, it has been suggested that high turnover intention can be an advantage to organisations, as that would afford them to recruit fresh hands into the the organisation. Habib (2015) stressed that some degree of turnover is unavoidable. It might even be advantageous for the business's other activities when new employees join it with innovative ideas.

Recent studies have reported a high rate of turnover intentions among librarians and information professionals in developed and developing countries, especially Nigeria (Oloyede & Soyemi, 2022; Onwubiko, 2020; Aiyebelehin, Odiachi & Omoregie, 2020). Masenya (2023) probed into the turnover intention of librarians in public libraries in Gauteng province in South Africa and found that a significant proportion of librarians think of quitting. This finding confirmed that turnover intention is high in libraries. Their position was corroborated by the study of Hamzat, Abata-Ebire, Ogunjinmi and Babarinde (2020) that reported the high turnover intention among librarians, revealing that 66% of library and information professionals have the intention of quitting their jobs.

Employees' attitudes, feelings, and behaviors towards their organizations are popularly known as organizational commitment (Adewoyin et al 2020; Gorgulu & Akilli, 2017). Organizational commitment can be measured by how employees feel about their organizations' aims, principles, and ambitions in general. The degree of an employee's dedication and drive to help the business succeed and grow is referred to as organizational commitment. Successful firms must have it because it serves as the link between employees and their place of employment (Fako et al., 2018). According to Kaplan and Kaplan (2018), the relationship between organizational commitment and various other work variables, such as job performance, job satisfaction, organizational citizenship behavior, and employee turnover, has led to the idea of organizational commitment becoming a fundamental one in the field of industrial and organizational psychology research. Loyalty, devotion, and commitment are only a few of the many different

types of employee attitudes and attachment towards their employers that have been discussed in the literature to date (Berberoglu, 2018). Udofia and Ibegwam (2019) investigated stages of organisational commitment among librarians in university libraries in South-South, Nigeria and the results of the study revealed that librarians in the study area have very high affective commitment, high normative commitment and low continuance commitment towards the libraries they work for.

According to previous studies (Joo, Hahn, and Peterson, 2015; Kalidass and Bahron, 2015), organisational commitment is central to decreasing employee turnover intention. In light of Mabaso and Dlamini's (2018) research, employee's commitment to their workplace might be described as a powerful influence on such employee's willingness to continue with the organisation. Employees that feel a connection with their workplace and possess a high sense of loyalty toward their job will voluntarily expend more effort to serve the interests of their organizations. Employee turnover intention is influenced by organizational commitment, according to Kalidass and Bahron (2015). After considering whether to stay or leave, an employee who has a lesser level of commitment to their organization is more likely to depart (Huselid, 1995). Oruh et al. (2019) conclude that organisational commitment does not only reduce willingness to leave workplace, it also aids job performance.

The association between organizational commitment and employee turnover intention has been examined in earlier studies. When Serhan et al. (2021) looked at how organizational commitment affected employees of Islamic banks in Lebanon's intentions to leave their jobs, they discovered that this commitment has an impact on those intentions. Similarly, Hussain et al. (2020) investigated how organizational commitment and turnover intention interacted in the academic sector and discovered a strong and unfavorable correlation between the two. This means that low organizational commitment will urge the intention to leave. They recommended training and personal development as a way to engender positive organizational commitment.

Nwokeiwu, Ziska, and Nwali (2018) probed into the influence of training and organisational commitment on Nigerian civil servants' turnover intention. Their study found that training and development significantly contributes to their organisational commitment and eventual effective strategic initiative for employee retention. Faloye (2014) investigated the connection between organisational commitment and turnover intention of staffs of selected paramilitary organisations in Akure, Nigeria. Although the study claims that there are other factors besides organizational commitment that are predictors of employees' intention to quit, it revealed a statistically significant correlation between organizational commitment and turnover intention. Masenya et al. (2020) found that predictors of librarians' turnover intention in Johannesburg included payment and fringe benefits, work environment, as well as promotion and recognition. There is a dearth of studies on investigated organisational commitment and turnover intention among librarians. This study thus filled this research gap.

Methodology

Survey research design was adopted for this study. The population of the study comprised 204 librarians in 11 selected university libraries in South-West, Nigeria. The librarians work in four (4) federal universities, four (4) state universities and three (3) private universities in South-West, Nigeria. The universities were randomly selected based on ownership and year of

establishment. A structured questionnaire was the instrument used in eliciting desired data. The questionnaire was face-validated by 3 experts from library and information science. The instrument was trial-tested for reliability on 20 librarians drawn from the University of Ilorin and Kwara State University who did not constitute part of the targeted population with a view to to determine the internal consistency of the items in the questionnaire. The scores obtained from the trial-testing were analysed using Cronbach Alpha method, and an overall reliability coefficient value of 0.87 was obtained. 198 copies of the questionnaire were administered and 167 copies, representing 86.8 % were retrieved. Data was analysed with descriptive and inferential statistics using Statistical Package for Social Sciences.

Data Analysis and Interpretation

Table 2: Demographic Characteristics of Respondents (N=145)

Respondents' Demographic Information	Frequency	Percentage (%)
Institution		
Obafemi Awolowo University	20	13.8
Federal University of Agriculture, Abeokuta	19	13.1
University of Ibadan	30	20.7
Olabisi Onabanjo University	13	9.0
Ekiti State University	8	5.5
Lagos State University	12	8.3
Babcock University	4	2.8
Covenant University	14	9.7
Bells University	8	5.5
University of Lagos	8	5.5
Ladoke Akintola University	9	6.2
Status		
University Librarian	4	2.8
Deputy University librarian	14	9.7
Principal Librarian	14	9.7
Senior Librarian	40	27.6
Librarian I	37	25.5
Librarian II	32	22.1
Asst Librarian	4	2.8
Gender		
Male	60	41.4
Female	85	58.6
Age Range		
26 -35	8	5.5
36 -45	24	16.6
46 -55	64	44.1
56 – 65	49	33.8
Highest Educational Qualification		
Bachelors	4	2.8
Masters	95	65.5
M.Phil	2	1.4

Ph.D	44	30.3
Years of Experience		
1 – 10	24	16.5
11 – 20	67	46.2
21 – 30	31	21.4
31 -40	19	13.1
41 – and above	4	2.8
Department		
Electronic Library	19	13.1
Serials	8	5.5
Readers Services	43	29.7
Technical Services	67	46.2
Research and Development	8	5.5
Total	**145**	**100.0**

Table one revealed that majority of the respondents 30(20.7%) are librarians from University of Ibadan and many 40(27.6%) were in the category of senior librarians, 85(58.6%) were female. Majority 66(45.5%) were between the age group of 46 – 55 years with 95(65.5%) holders of masters degree, 67(46.2%) of the respondents have spent between 11 – 20 years in the library and most of the respondents 67(46.2%) worked in the Technical Services division of the library.

Research Question 1: What is the level of librarians' turnover intention in universities in South-West, Nigeria?

Table 2: Level of Librarians turnover intention in universities in South-West, Nigeria.

Items	SD	D	N	A	SA	$\bar{x}$	SD
I will resign for another job because of inadequate office	26 17.9%	71 49.0%	8 5.5%	40 27.6%	0 0.0%	2.43	1.08
Due to the low benefit package, I will resign and find another employment	16 11.0%	38 26.2%	12 8.3%	44 30.3%	35 24.1%	3.30	1.38
If I perceive any inequity in the management of my department, I will resign and seek employment elsewhere	12 8.3%	34 23.4%	23 15.9%	60 41.4%	16 11.0%	3.24	1.17
I will quit my job in search of a better opportunity elsewhere	16 11.0%	27 18.6%	16 11.0%	51 35.2%	35 24.1%	3.43	1.33
To use my talent efficiently, I will leave my position and take one somewhere	8 5.5%	42 29.0%	8 5.5%	51 35.2%	36 24.8%	3.45	1.29
I will leave due to inadequate developmental programmes	20 13.8%	57 39.3%	16 11.0%	44 30.3%	8 5.5%	2.75	1.19
Resignation						**3.10**	**.64**
I will quit due to unfair career progression process	24 16.6%	42 29.0%	8 5.5%	51 35.2%	20 13.8%	3.01	1.37

Due to poor treatment, I will resign and find another employment.	16 11.0%	30 20.7%	12 8.3%	47 32.4%	40 27.6%	3.45	1.37
I will quit for paying job elsewhere	12 8.3%	34 23.4%	27 18.6%	44 30.3%	28 19.3%	3.29	1.25
I will quit this job because of extensive job pressure	27 18.6%	78 53.8%	8 5.5%	28 19.3%	4 2.8%	2.34	1.08
I will quit because of poor attitude of superiors to the junior ones	43 29.7%	62 42.8%	8 5.5%	20 13.8%	12 8.3%	2.28	1.26
Job Quitting						**2.87**	**.82**
How frequently do you think about leaving your job?	11 7.6%	66 45.5%	36 24.8%	12 8.3%	20 13.8%	2.75	1.16
My current job is not satisfying my personal needs	43 29.7%	66 45.5%	8 5.5%	0 0.0%	28 19.3%	2.34	1.41
How frequently do you become angry when you are denied the chance to accomplish your personal work-related goals at work?	20 13.8%	43 29.7%	43 29.7%	15 10.3%	24 16.6%	2.86	1.27
How frequently do you fantasize about switching jobs to one that better suits your needs?	8 5.5%	37 25.5%	44 30.3%	20 13.8%	36 24.8%	3.27	1.24
How likely are you to accept another job at the same compensation?	19 13.1%	74 51.0%	8 5.5%	28 19.3%	16 11.0%	2.64	1.25
How often do you anticipate starting another workday?	4 2.8%	16 11.0%	28 19.3%	54 37.2%	43 29.7%	3.80	1.07
Job Leaving						**2.94**	**.86**
Turnover Intention						**2.97**	**.67**

Test value = 3.00

Table two showed the turnover intention of librarians in university libraries in Southwest, Nigeria. This was sub-divided into three (3) different areas comprising: resignation, job quitting, and job leaving. The result showed that the intention of the librarians to resign is slightly above average ($\bar{x}$ = 3.10; std dev. = 0.64) based on test value of 3.00 since the items were measured in five likert scale. While job quitting ($\bar{x}$ = 2.87; std dev. = 0.82) and job leaving ($\bar{x}$ = 2.94; SD = 0.86) of the librarians are below average. The total turnover intention ($\bar{x}$ = 2.79; std dev. = 0.67) of respondents is below average which indicated that the librarians do not want to quit their job neither do they want to leave the job, but they are skeptical about resigning. Thus, they don't have turnover intention.

Research Question 2: What is the level of librarians' organisational commitment in universities in South-West, Nigeria?

Table 3: Organisational Commitment of Librarians

Items	SD	D	N	A	SA	$\bar{x}$	SD
I would be extremely content to continue working in the library I am now for the rest of my career.	20 13.8%	35 24.1%	40 27.6%	30 20.7%	20 13.8%	2.97	1.25
I truly believe that I deserve some blame for the issues facing my library	12 8.3%	12 8.3%	16 11.0%	69 47.6%	36 24.8%	3.72	1.17
In this library, I feel like I am a part of my family	16 11.0%	12 8.3%	20 13.8%	70 48.3%	27 18.6%	3.55	1.21
I have a strong emotional bond with my library	12 8.3%	28 19.3%	17 11.7%	63 43.4%	25 17.2%	3.42	1.22
This library holds a very special place in my heart	0 0.0%	4 2.8%	22 15.2%	68 46.9%	51 35.2%	4.14	0.77
I strongly feel like I belong to this library	0 0.0%	4 2.8%	16 11.0%	82 56.6%	43 29.7%	4.13	0.71
Affective Commitment						**3.66**	**0.81**
I would find it quite difficult to leave my position with this library	8 5.5%	36 24.8%	20 13.8%	56 38.6%	25 17.2%	3.37	1.19
Leaving my library would disturb much too much of my life	24 16.6%	54 37.2%	24 16.6%	34 23.4%	9 6.2%	2.66	1.19
I have to stay at my current job out of need more than out of want because I don't have many other possibilities outside of this library	12 8.3%	35 24.1%	20 13.8%	61 42.1%	17 11.7%	3.25	1.19
I think my options are too limited to consider leaving this library	12 8.3%	54 37.2%	12 8.3%	50 34.5%	17 11.7%	3.04	1.24
The limited number of viable alternatives elsewhere would be one of the few effects if I were to leave my work at this library	28 19.3%	37 25.5%	24 16.6%	35 24.1%	21 14.5%	2.89	1.36
That I would have to make a lot of personal sacrifices if I left this library is one of the main reasons I stay with it	8 5.5%	42 29.0%	12 8.3%	42 29.0%	41 28.3%	3.46	1.32
Continuance Commitment						**3.11**	**0.83**
I really believe that I must stay with my institution library	12 8.3%	27 18.6%	24 16.6%	58 40.0%	24 16.6%	3.38	1.20
I don't think it would be proper for me to leave, even if it were to my advantage	16 11.0%	47 32.4%	24 16.6%	38 26.2%	20 13.8%	2.99	1.26
If I leave my library now, I will feel bad.	28 19.3%	43 29.7%	20 13.8%	40 27.6%	14 9.7%	2.79	1.30
My allegiance is due to my library	4 2.8%	0 0.0%	19 13.1%	74 51.0%	48 33.1%	4.12	0.84
Due to my sense of duty to my library, I would not leave it at this time	16 11.0%	24 16.6%	16 11.0%	65 44.8%	24 16.6%	3.39	1.25
I owe this library a great deal	16 11.0%	16 11.0%	12 8.3%	89 61.4%	12 8.3%	3.45	1.14
Normative Commitment						**3.35**	**0.84**
Organisational Commitment						**3.37**	**0.61**

Test value = 3.00

Table three showed the organizational commitment of librarians in university libraries in Southwest, Nigeria. This was sub-divided into three (3) different areas comprising: affective commitment, continuance commitment, and normative commitment. The result showed the mean and standard deviation of the three sub-group of organizational commitment as ($\bar{x}$ = 3.66; std dev. = 0.83), ($\bar{x}$ = 3.11; std dev. = 0.83) and ($\bar{x}$ = 3.35; std dev. = 0.84) respectively among the librarians. Their organizational commitment ($\bar{x}$ = 3.37; std dev. = 0.61) is significantly above average. This result implies that the respondents are committed to their organization.

1) Hypothesis 1: There is no significant influence of organisational commitment on librarians' turnover intention.

Table 4: Regression analysis showing organization commitment as a determinant of librarians' turnover intention

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	*t*	Sig.
(Constant)	4.246	.292		14.518	.000
Organisational Commitment	-.378	.085	-.347	-4.427	.000

Dependent Variable: Turnover Intention R^2 = 0.121, *F*-statistics = $F(1,143)$ =19.602

Simple linear regression was used to determine turnover intention based on organizational commitment of librarians in university libraries in the South-West. Result indicated that there was a significant effect of organizational commitment on turnover intention, $F(1,143) = 19.602$, $p < .05$) with an R^2 of 0.121. The determinant indicated that organizational commitment (β = -0.347, (143) = -4.427, $p < .05$) was a significant factor in the model. The model explained about 12% in turnover intention.

Discussion of Findings

The study examined the influence of organizational commitment on librarians' turnover intention in universities in the South-West of Nigeria. The study revealed that turnover intention of librarians in Nigerian Universities is below average; and this point to the fact that the librarians are not too keen to leave their current job. This finding is at variance from the study of Masenya (2023) who probed into the turnover intention of librarians in public libraries in Gauteng province in South Africa and found that turnover intention is high in libraries. This finding is also different from that of Hamzat, Abata-Ebire, Ogunjinmi and Babarinde (2020) that also reported high rate of turnover intentions among librarians.

The study also found that librarians' organizational commitment was high, which predicts commitment to their current job. This finding agrees with that of Udofia and Ibegwam (2019). The study probed into the influence of organizational commitment on librarians' turnover intention and found that organizational commitment is a significant determinant of librarians' turnover intention. This finding also aligns with the research reports of Serhan et al (2021), Hussain et al (2020), and Faloye (2014) amongst others.

Conclusion and Recommendations

Turnover intention of librarians remains a constant burden to library managements, as high turnover of librarians will deprive libraries of experienced and resourceful personnel. This can lead to poor service delivery and reduction in patronage as the librarians who quit will not be easily replaced. It will also take time to train the new recruits to meet the standard of those that left. This study therefore investigated the influence of librarians' commitment on librarians' turnover intention. And it was found that librarians' turnover intention was low while their organizational commitment was high. It was also established that organizational commitment is a vital factor influencing librarians' turnover intention. In conclusion, organizational commitment plays a crucial role in shaping librarians' turnover intentions. A strong sense of commitment to the library can significantly reduce the likelihood of librarians quitting their jobs, while a lack of attachment to the library may increase turnover rates. Therefore, nurturing organizational commitment should be a priority for library managements seeking to retain experienced librarians and maintain a stable library workforce.

Based on the findings, the following recommendations are advanced:

1) The management of university libraries should prioritize maintaining low turnover intentions and high librarian commitment. This can be achieved by conducting an annual appraisal of librarians' turnover intention and organizational commitment through research surveys. Such appraisals will help predict any potential decline in commitment and the risk of high turnover intention.
2) Library managements should conduct annual evaluations of the factors that contribute to high job commitment and low turnover intention and enhance them.
3) Since dedication is linked to whether and why workers remain with their workplace, it is critical that more focus be placed on organizational and human elements in the Nigerian university library setting that could influence librarians' commitment. Additionally, as low commitment is linked to high rates of employment mobility, turnover, transfers, and decreased effort expenditure, library workers should be encouraged to be more committed in order to improve staff retention, loyalty, and utilization.

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