

Work Life Balance, Reward System, Organisational Justice and Turnover Intention of Librarians in South-West, Nigeria

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ABSTRACT

Turnover intention among librarians is on the high side and poses significant challenges such as loss of experienced staff, disruptions in library services and increased costs of recruitment and training. The study investigated the influence of work-life balance, reward systems and organizational justice on turnover intention. Survey research design was adopted in this study. Population for the study comprised 412 librarians from universities across South-West, Nigeria. A sample size of 205 was determined using Yamane's formula. Proportionate sampling technique was used to select the librarians. A structured and validated questionnaire was used for data collection with 97% response rate. Data were analysed using descriptive and inferential statistics. Findings of the study revealed that work-life balance ($R^2 = 0.451$; $\beta = 0.593$, $t = 3.500$, $p < 0.05$), reward system ($R^2 = 0.388$; $\beta = 0.377$, $t = 4.442$, $p < 0.05$) and organizational justice ($R^2 = 0.510$; $\beta = 0.314$, $t = 4.058$, $p < 0.05$) had a significant and joint influence on turnover intentions of librarians in universities in South-West, Nigeria ($Adj.R^2 = 0.427$, $F(2, 195) = 166.541$, $p < 0.05$). The study concluded that work-life balance, reward system and organisational justice contributed to turnover intention of librarians in universities in South-West, Nigeria. It recommended that library and university administrators should formulate and implement policies to improve work-life balance, reward system and sustain organizational justice, in order to minimize turnover intention.

KEYWORDS

- Librarians
- Organizational justice
- Reward systems
- Turnover intention
- Work-life balance

Introduction

The turnover intention of employees constitutes a significant concern for organisations as it indicates the likelihood of employees voluntarily leaving, leading to potential manpower shortages. Studies such as those of Ugural, Giritli and Urbanski (2020) and Chukwu (2019) confirmed that employee turnover intention are high in organisations globally. Libraries are not exempted from the growing trend of high turnover intention of librarians (Oloyede & Soyemi, 2022; Fyn, Heady, Foster-Kaufman & Hosier, 2019; Masenya, 2019; Nyamubarwa, 2013). The study of Fasola and Popoola (2024) gives credence to the high rate of turnover intention among librarians in Nigeria with 53% of librarians willing to quit their jobs. This shortage of qualified librarians due to high turnover intentions disrupts essential library services, increases recruitment and training costs, and undermines the institution's competitive edge.

Librarians with turnover intention rarely contribute their best to the institution when they intend to leave (Xiong & Wen, 2020). They give little of their energy at work, resulting in low engagement, decreased citizenship behaviours and increased counter-productive behaviour such as lateness to work, absenteeism, knowledge hoarding, ineffectiveness, low morale, and output (Masenya, 2019), all of which are detrimental to the library's overall goal. The display of counter-productive behaviour among librarians with the intention to leave not only negatively affects the morale of other librarians; it generally leads to the provision of inadequate services to library users. Hence, turnover intention negatively affects librarians, library users, and the university library as an entity.

In an attempt to minimize turnover intention, library management engages in offering attractive reward, work life balance initiatives and organisational justice. Implementing work-life balance initiatives has been identified as a viable method for retaining skilled personnel as it helps employees cope with stress, weariness, and conflicts, it also helps organisations achieve employee commitment, enhanced productivity and reduced turnover intention (Rodríguez-Sánchez, González-Torres, Montero-Navarro & Gallego-Losada, 2020). Evidence from the study of Nzelum, Unegbu, Nworie and Irunebo (2019) indicates that satisfaction with reward system positively influences job satisfaction and commitment of librarians and the tendency of a satisfied librarian to quit is rare.

According to Dodman and Zadeh (2014), unfair treatment of employees can result in bad attitudes from employees, as well as low morale, disloyalty, low motivation, and decreased commitment, all of which can lead to employees increased turnover intention. Studies have revealed that prevalent injustice in some Nigerian organisations include bias in reward systems, promotional activities, disregard, or disrespect for workers, nepotism, and poor organisational policies (Akoh & Amah, 2015; Oluwafemi, 2014). Due to perceived injustice, librarians in the South-West, Nigerian have a low continuance commitment level and only remain in libraries due to lack of alternatives. However, Mayowa-Adebara (2018) asserts that fairness in the treatment of librarians stimulates positive attitude towards work and retention of librarians.

Despite the research on turnover intention of librarians, the rate of turnover intention and actual turnover is increasing. Understanding the underlying determinants of turnover intention has therefore become imperative in addressing the growing rate of librarians' turnover intention. The

literature on either of the independent variables and their influence on turnover intention in the library setting, especially in Nigeria, is scanty. Therefore, this study proffered the missing gap by investigating the composite influence of work life balance, reward system, and organisational justice on librarians' turnover intention in private and public university libraries in South-West, Nigeria.

Research Questions

1. What is the level of the turnover intention of librarians in university libraries in South-West, Nigeria?
2. To what extent do librarians experience work-life balance in university libraries in South-West, Nigeria?
3. What is the level of satisfaction of librarians in university libraries in South-West, Nigeria with the reward system?
4. What is the degree of organisational justice in university libraries in South-West, Nigeria?

Hypotheses

The following research hypotheses are tested at 0.05 level of significance:

- H₀₁: Work-life balance has no significant influence on turnover intention of librarians in universities in South-West, Nigeria.
- H₀₂: Reward system does not significantly influence the turnover intention of librarians in universities in South-West, Nigeria.
- H₀₃: Organisational justice has no significant influence on turnover intention of librarians in universities in South-West, Nigeria.
- H₀₄: Reward system, work-life balance, and organisational justice have no significant joint influence on librarians' turnover intention in universities in South-West, Nigeria.

Literature Review

The issue of turnover intention among librarians has been a subject of extensive research due to its implications for organizational stability, service delivery, and the sustainability of human resources within academic libraries. Studies on turnover intention has consistently highlighted its prevalence among librarians across the globe (Fyn, Foster-Kaufman, & Heady, 2023; Masenya, Ngoepe & Jiyane, 2020; Oloyede & Soyemi, 2022). Hamzat, Abata-Ebire, Ogunjinmi, and Babarinde (2020) identified a high turnover intention among library professionals in private universities in Osun State, with 66% indicating a readiness to leave their current positions. Similarly, Aiyebelehin, Odiachi, and Omoregie (2020) reported a high turnover intention among librarians in universities in South-South Nigeria. These findings align with the observations of Soyemi and Oloyede (2022) and Fasola and Popoola (2024), who also reported a significant prevalence of turnover intention among librarians in South-West and Southern Nigeria, respectively. These studies affirm the widespread nature of turnover intention in Nigerian universities, highlighting the need for targeted interventions.

Job satisfaction has emerged as a critical factor influencing turnover intention in various studies (Aguke & Tarurhor, 2024). Nyamubarwa (2013) and Olusegun (2013) both emphasized the

strong correlation between job dissatisfaction and turnover intention among librarians, noting that dissatisfaction with work conditions often leads librarians to consider leaving their positions or the profession entirely. Mobley's (1982) theoretical framework corroborates this, asserting that job dissatisfaction triggers phases of turnover intention. Work-life balance has also been identified as a significant determinant of turnover intention. The study of Masenya, Ngoepe and Jiyane (2020) among 174 librarians at the City of Johannesburg Libraries in South Africa, indicated a high turnover intention rate, majorly due to dissatisfaction with organisational determinants, such as reward and work-life balance. Fyn, Heady, Foster-Kaufman, and Hosier (2019) identified work-life imbalance as a major personal factor influencing librarians' decisions to quit their jobs. Lestaria and Margaretha (2021) reported that a lack of balance between work and personal life leads to stress, thereby increasing the likelihood of employees leaving their jobs. Naeem, Juboh, Khatibi, and Azam (2025) affirm that work-life balance significantly influences employees' health, productivity, and job satisfaction. Oloyede and Soyemi (2022) further highlighted the importance of achieving work-life balance to mitigate turnover intentions among librarians in Nigeria. These findings suggest that efforts to improve work-life balance can play a crucial role in reducing turnover.

Another key factor influencing turnover intention is reward systems. Nyamubarwa (2013) identified poor salaries as a primary reason for turnover intention among librarians in Zimbabwe, while Oyetola (2013) and Okoye (2017) found that dissatisfaction with compensation often leads to diminished motivation and increased turnover intentions. Udo-Anyanwu and Amadi (2020), however, reported a contrasting scenario in Imo State, Nigeria where intrinsic and extrinsic rewards positively influenced job satisfaction. Globally, research by Turnea and Prodan (2020), Mustafa et al. (2019), and Mendis (2017) reinforces the idea that adequate and fair rewards enhance employee motivation, satisfaction, and retention. A recent study involving 937 professionals in Mexico examined the influence of meaningful work on workplace happiness and turnover intentions. The findings highlighted that meaningful work, recognition from colleagues, and enjoyment of daily tasks which are key elements of reward significantly affect employee happiness and their intentions to stay or leave the organization (Charles-Leija et al., 2023). This consensus underscores the critical role of competitive reward systems in mitigating turnover intention.

Organizational justice, has been shown to significantly impact employee attitudes and turnover intentions (Soyemi & Oloyede, 2022). Yean and Yusof (2016) noted that perceptions of fairness in organizational practices positively influence performance and reduce turnover intentions. Similarly, Arianto and Syihabudhin (2018) found that fair treatment and equity in reward distribution foster employee commitment and reduce turnover intentions. The findings of Omokorede (2017) also emphasize the detrimental effects of perceived injustice, such as low morale, reduced productivity, and higher turnover rates. These studies highlight the importance of maintaining fairness and equity within organizations to foster employee loyalty and reduce turnover intentions.

In conclusion, while work-life balance, reward systems, and organizational justice have been extensively examined as individual factors in the literature. However, this study explores their interplay and collective impact on turnover intentions and contributes to the discourse by

reaffirming the significance of work-life balance, reward systems, and organizational justice as factors shaping turnover intentions. A holistic approach to addressing these variables is imperative for fostering employee satisfaction and improving retention in academic libraries.

Methodology

This study employed the survey research design to investigate the influence of work-life balance, reward system and organizational justice on turnover intention among librarians in universities in South-West Nigeria. The population for this study consisted 412 librarians working in fifty-three (53) accredited universities in South-West Nigeria. A sample size of 205 was determined using Yamane's formula. 205 librarians were selected, using proportionate random sampling. Data collection was conducted using a structured and validated questionnaire, with Cronbach's alpha reliability coefficients for the constructs ranging from 0.70 to 0.91. All 205 distributed questionnaires were retrieved, with 199 found usable, yielding a response rate of 97%. The analysis was conducted using descriptive and inferential statistics, including simple and multiple linear regression.

Findings and Discussion

Analyses of demographic characteristics of respondents

Table 4.1: Demographic characteristics of respondents

Variable		Frequency (n)	Percentage (%)
Gender	Male	97	48.7
	Female	102	51.3
	Total	199	100.0
Age group	Below 30	33	16.6
	31-40	57	28.6
	41-50	79	39.7
	51-60	30	15.1
	Above 60	-	-
	Total	199	100.0
Educational Qualification	BSC/BA/BLIS/BLS/HND	85	42.7
	MSc/MLIS/MLS/MA/MBA/PGD	73	36.7
	PhD	41	20.6
	Total	199	100.0
Years worked in the library	0-5	39	19.6
	5-10	25	12.5
	10-15	98	49.5
	16-20	17	8.5
	21-25	11	5.5
	26-30	9	4.4
	Above 31	-	-
	Total	199	100.0

Source: Field Survey (2023)

Table 1 indicates the demographic details of respondents in this study

Research question one: What is the level of the turnover intention of librarians in university libraries in South-West, Nigeria?

Table 4.2.1: Level of turnover intention of librarians in university libraries

Items	VHL Freq. (%)	HL Freq. (%)	SHL Freq. (%)	L Freq. (%)	VL Freq. (%)	Mean (\bar{x})	Standard Deviation (SD)
The level to which							
Job satisfaction						3.35	0.95
My job does not fulfil my personal needs	15 (7.6)	30 (15.0)	55 (27.6)	79 (39.8)	20 (10.0)	3.57	1.09
My current job has a negative effect on my personal well being	-	11 (5.5)	71 (35.7)	107 (53.8)	10 (5.0)	2.53	1.07
Thoughts of quitting						1.00	1.01
I consider leaving my job	19 (9.5)	29 (14.6)	47 (23.6)	73 (36.7)	31 (15.6)	2.32	1.08
I do not look forward to another day at work	-	-	21 (10.5)	85 (42.7)	93 (46.7)	1.27	1.13
Costs of quitting						3.23	1.09
Fear of the unknown prevents me from quitting	51 (25.6)	73 (36.7)	33 (16.6)	18 (9.0)	22 (11.0)	3.53	1.07
Benefits from my current job prevents me from quitting	29 (14.6)	44 (22.1)	39 (19.6)	70 (35.2)	8 (4.0)	3.43	1.11
Search for alternatives						3.57	1.15
I actively search for alternative jobs	11 (5.5)	41 (20.6)	77 (38.9)	70 (35.2)	-	3.27	1.13
I plan to start a business	55 (27.6)	71 (35.7)	13 (6.5)	39 (19.6)	21 10.5	4.18	1.18
Probability of finding another job						4.25	1.03
More university libraries are being established	73 (36.7)	81 (40.7)	40 (21.1)	5 (2.5)	-	4.57	1.09
I can possibly get another job	61 (30.6)	93 (46.3)	45 (22.6)	-	-	4.89	1.11
Evaluating alternatives						3.51	1.03
I will accept another job at the same compensation level should I be offered	11 (5.5)	44 (22.1)	53 (26.6)	70 (35.2)	21 (10.5)	3.27	1.13
I compare my present reward to that of other universities around me	58 (29.1)	51 (25.6)	49 (24.6)	-	41 (20.6)	3.83	1.07
Average Overall Mean						3.39	1.10

Source: Field Survey (2023)

KEY: VHL=Very High Level, HL=High Level, SHL=Somewhat High Level, LL=Low Level, VLL=Very Low Level***Decision Rule: if mean is 1 to 1.79= Very Low Level, 1.80 to 2.59= Low Level, 2.60 to 3.39= Somewhat High Level, 3.40 to 4.19= High Level, 4.20 to 5 = Very High Level

Table 4.2.1 reveals a somewhat high level of turnover intention among librarians in universities in South-West Nigeria (\bar{x} = 3.39, SD= 1.10 on a 5-point scale). This significant turnover intention

is a precursor to actual turnover, indicating that librarians are likely to leave when preferable opportunities arise. The table further shows a high level of job dissatisfaction, as evidenced by the unmet personal needs of librarians (\bar{x} = 3.57) and the negative impact of their current jobs on personal wellbeing (\bar{x} = 3.53). Job satisfaction is the initial phase in the process leading to turnover intention, thus the observed dissatisfaction clearly contributes to the high turnover intention among librarians in this study.

Contrarily, the thoughts of quitting are generally low (\bar{x} = 1.00), suggesting that while librarians are dissatisfied, a few may not have considered leaving their current positions (\bar{x} = 2.32). Perhaps this is due to the absence of immediate alternatives. Additionally, many librarians remain on their jobs due to organizational benefits (\bar{x} = 3.43) and fear of the unknown (\bar{x} = 3.53). Interestingly, there is a high level of active job search (\bar{x} = 3.27) and entrepreneurial planning (\bar{x} = 4.18), suggesting the readiness to leave should better opportunities arise in form of a job or business. Librarians are willing to accept jobs with similar compensation (\bar{x} = 3.27) and frequently compare rewards with other universities (\bar{x} = 3.83). Despite the significant influence of rewards on job satisfaction, many librarians are prepared to accept equivalent compensation elsewhere, due to dissatisfaction with other organizational variables. Summarily, the high level of active job search (\bar{x} = 3.27) and evaluation of alternatives (\bar{x} = 3.83) suggests that librarians are merely coping with their current jobs while being prepared to leave for better opportunities or to start their own businesses. This however, indicates the notable trend of potential turnover among librarians in this region.

Research question two: To what extent do librarians experience work-life balance in university libraries in South-West, Nigeria?

Table 4.2.2: Extent to which librarians experience work-life balance

Items	VGE Freq. (%)	GE Freq. (%)	SE Freq. (%)	VLE Freq. (%)	NA Freq. (%)	Mean (\bar{x})	Standard Deviation (SD)
The extent to which							
Work Interference with Personal Life (WIPL)						3.71	1.08
My personal life suffers because of work	51 (25.6)	97 (48.7)	33 (16.6)	10 (5.0)	8 (4.0)	3.57	1.06
I neglect personal needs because of work	31 (15.6)	69 (34.7)	55 (27.6)	28 (14.0)	13 (6.5)	3.44	1.99
I miss out on personal activities because of work pressure	66 (33.2)	81 (40.7)	42 (21.1)	10 (5.0)	-	3.99	0.09
The amount of time I have for non-work activities is inadequate	53 (26.6)	88 (42.2)	39 (19.6)	12 (6.0)	7 (3.5)	3.55	1.41
Personal Life Interference with Work (PLIW)						3.31	1.16
I am too tired to be effective at work	13 (6.5)	29 (14.6)	55 (27.6)	81 (40.7)	21 (10.5)	3.73	1.18
My work suffers because of my personal life	-	17 (8.5)	19 (9.5)	117 (57.8)	46 (23.1)	2.23	1.12
It is hard to work because of personal matters	-	18 (9.4)	77 (38.7)	101 (50.7)	3 (1.5)	2.16	1.20
My personal life drains me of energy for work	9 (4.5)	13 (6.5)	79 (39.7)	93 (46.7)	5 (2.5)	2.10	1.13
Work/Personal Life Enhancement (WPLE)						3.70	1.11

My personal life gives me energy for my job	15 (7.5g)	11 (5.5)	81 (40.7)	79 (39.7)	13 (6.5)	2.18	1.14
My job gives me energy to pursue personal activities	-	-	41 (20.6)	119 (59.8)	30 (15.0)	1.96	0.94
My mood at work is good because of my personal life	10 (5.0)	49 (24.6)	67 (36.7)	73 (36.8)	-	2.36	1.21
My personal life is good because of my job	41 (20.6)	63 (31.6)	81 (40.7)	5 (2.5)	9 (4.2)	3.91	1.15
Average Weighted Mean						3.39	1.13

Source: Field Survey (2023)

KEY: VGE=Very great extent, GE=Great extent, SE=Some Extent, VLE=Very Little Extent, NA=Not at all

***Decision Rule: if mean is 1 to 1.79= Not at all, 1.80 to 2.59= Very Little Extent, 2.60 to 3.39= Some Extent, 3.40 to 4.19= Great extent, 4.20 to 5 = Very great extent

Table 4.2.2 indicates that librarians in South-West Nigerian universities experience work-life balance to some extent (\bar{x} =3.39, SD=1.13). However, they also experience significant work interference with personal life (WIPL) to a great extent (\bar{x} =3.71, SD=1.08) and personal life interference with work (PLIW) to some extent (\bar{x} =3.31, SD=1.16). Work/personal life enhancement (WPLE) is also experienced to a great extent (\bar{x} =3.70, SD=1.11).

These findings suggest that librarians struggle to maintain a healthy work-life balance due to work pressure and stress, which could potentially lead to health issues, poor service delivery, reduced job satisfaction, and increased turnover intention. Overall, the average weighted mean (\bar{x} =3.39, SD=1.13) indicates that the extent of work-life balance among these librarians is somewhat below expectations and requires significant improvement to reduce turnover intentions and enhance their performance and service delivery.

Research question three: What is the level of satisfaction of librarians in university libraries in South-West, Nigeria with the reward system?

Table 4.2.3: Level of librarians' satisfaction with their reward systems

Items	VH Freq. (%)	H Freq. (%)	SH Freq. (%)	L Freq. (%)	VL Freq. (%)	Mean (\bar{x})	Standard Deviation (SD)
The level to which							
Compensation						3.23	1.25
Salary is satisfactory in relation to the work I do	-	-	54 (27.1)	113 (56.8)	32 (16.1)	1.44	1.16
I earn the same with that of similar jobs in other libraries	-	-	66 (33.2)	94 (47.2)	39 (20.6)	1.54	1.16
Compensation is favourably reviewed from time to time	21 (10.5)	92 (46.2)	48 (24.1)	38 (19.0)	-	3.39	1.06
Salary increments are decided in a fair manner	13 (6.5)	31 (15.6)	84 (42.2)	55 (27.5)	16 (8.0)	3.35	1.37
Benefits						3.03	1.16
I get medical care/scheme from my organisation	33 (16.6)	149 (74.9)	17 (8.5)	-	-	3.88	1.31
I have opportunity to go on sabbatical leave	-	-	63 (31.6)	97 (48.8)	39 (19.6)	1.73	1.75
I have opportunity to go on study leave	64 (32.2)	111 (55.8)	17 (8.5)	7 (3.5)	-	3.75	1.93

Annual leave days are available to me	169 (84.9)	20 (10.0)	10 (5.0)	- -	- -	4.92	3.03
Recognition						2.35	1.12
I get credit for my contribution to the institution	19 (9.6)	15 (7.5)	38 (19.0)	51 (25.6)	76 (38.2)	2.97	2.99
I am praised regularly for my work performance	-	-	115 (57.8)	27 (13.6)	57 (28.6)	1.38	1.21
I get constructive and honest feedback on my performance	-	49 (24.6)	22 (11.2)	67 (33.6)	61 (30.6)	2.15	2.78
I get formal recognition for job well done	-	71 (35.7)	20 (10.0)	88 (44.2)	20 (10.0)	2.95	2.08
Career Opportunities						3.55	1.12
I receive trainings on the job	78 (39.3)	73 (36.7)	18 (9.0)	14 (7.0)	16 (8.0)	3.41	1.99
There are opportunities for advancement on this job	77 (38.7)	21 (10.5)	45 (22.6)	53 (26.6)	3 (1.5)	3.59	2.09
There are chances of getting ahead on this job	15 (7.5)	24 (12.0)	104 (52.3)	17 (8.5)	30 (15.0)	3.95	1.10
There are equal opportunities for promotions	-	17 (8.5)	55 (27.6)	109 (54.8)	18 (9.0)	2.13	1.97
Average Weighted Mean						3.25	1.42

Source: Field Survey (2023)

KEY: VH=Very high, H=High, SH=Somewhat high, L=Low, VL=Very low***Decision Rule: if mean is 1 to 1.79= Very Low, 1.80 to 2.59= Low, 2.60 to 3.39= Somewhat High, 3.40 to 4.19= High, 4.20 to 5 = Very High

Table 4.2.3 reveals that the overall satisfaction of librarians with the reward systems in South-West Nigerian university libraries is somewhat high ($\bar{x}=3.25$, $SD=1.42$), indicating that while current rewards are fair, significant improvement is required. Compensation satisfaction is also somewhat high ($\bar{x}=3.23$), but librarians rate their salary satisfaction very low ($\bar{x}=1.44$) and their salary competitiveness compared to similar jobs very low as well ($\bar{x}=1.54$). Although compensation review processes ($\bar{x}=3.39$) and salary increment fairness ($\bar{x}=3.35$) are rated somewhat high, dissatisfaction with competitive salary comparisons suggests a willingness to leave for better pay.

Furthermore, the result showed that benefit packages are somewhat satisfactory ($\bar{x}=3.03$), with high satisfaction in medical care ($\bar{x}=3.88$) and study leave opportunities ($\bar{x}=3.75$), but very low satisfaction in sabbatical leave opportunities ($\bar{x}=1.73$). Annual leave availability is rated very high ($\bar{x}=4.92$). Recognition is rated low overall ($\bar{x}=2.35$), with very low satisfaction in regular praise for work performance ($\bar{x}=1.38$) and low satisfaction in constructive feedback ($\bar{x}=2.15$). Career opportunities are rated high ($\bar{x}=3.55$) suggesting their professional growth is valued.

Research question four: What is the degree of organisational justice in university libraries in South-West, Nigeria?

Table 4.2.4: Degree of organisational justice in university libraries

<i>Items</i>	VHD Freq. (%)	HD Freq. (%)	SHD Freq. (%)	LD Freq. (%)	VLD Freq. (%)	Mean (\bar{x})	Standard Deviation (SD)
The degree to which							
Procedural Justice						3.57	0.98
My organisation ensures that officials do not allow personal biases to affect their decisions.	27 (13.6)	51 (25.6)	78 (39.2)	20 (10.0)	23 (11.5)	3.39	1.02
My organisation's decision-making procedures are applied consistently	49 (26.6)	75 (37.7)	39 (19.6)	29 (14.6)	10 (5.0)	3.63	1.01
All employees are treated similarly by the decision-making procedures that exist in my organisation.	44 (22.1)	73 (36.7)	47 (23.6)	31 (15.6)	4 (2.0)	3.67	0.98
Procedures ensure that decisions are made in an ethical and moral manner	45 (22.6)	77 (38.7)	37 (8.6)	29 (14.6)	11 (5.5)	3.66	1.10
Distributive Justice						3.38	1.03
My rewards accurately reflect my performance in the organisation	-	17 (8.5)	39 (19.6)	98 (49.2)	45 (22.6)	2.09	1.10
My work schedule is fair	31 (15.6)	69 (34.7)	73 (36.7)	20 (10.0)	6 (3.0)	3.99	1.11
I receive adequate rewards in comparison with other employees	-	29 (14.6)	73 (36.7)	53 (26.6)	44 (22.1)	2.56	0.96
My rewards are consistent with those I could get from other organisations	-	33 (16.6)	97 (48.7)	66 (33.1)	3 (1.5)	2.45	0.93
Interpersonal Justice						3.69	0.97
My supervisor deals with me politely	31 (15.6)	40 (20.1)	69 (34.7)	20 (10.0)	39 (19.6)	3.90	1.07
My supervisor's actions show that they respect me	51 (25.6)	40 (20.1)	41 (20.6)	67 (33.7)	-	4.56	0.99
My supervisor takes care to deal with me in a truthful manner	55 (27.6)	49 (24.6)	69 (34.7)	26 (13.1)	-	4.61	0.92
My supervisor takes cognizance of the impact of his/her actions on me	29 (14.6)	63 (31.6)	88 (44.2)	5 (2.5)	14 (7.0)	4.00	0.83
Information Justice						3.65	0.65
My organisation has in place formal channels that allows me to express my views before decisions are made	31 (15.6)	55 (27.6)	43 (21.6)	45 (22.6)	35 (17.6)	3.25	0.97
My supervisor strives to be honest when communicating with me	44 (22.1)	61 (30.6)	49 (24.6)	45 (22.6)	-	4.41	0.98
My supervisor communicates details in a timely manner	31 (15.6)	49 (24.6)	83 (41.7)	36 (18.0)	-	4.35	1.10
My supervisor explains decision-making procedures thoroughly to me	43 (21.6)	51 (26.6)	97 (48.7)	8 (4.0)	-	4.17	1.03
Average Overall Mean						3.59	0.98

Source: Field Survey (2023)

KEY: VHD=Very high degree, HD=High degree, SHD=Somewhat high degree, LD=Low degree, VLD=Very low degree*****Decision Rule:** if mean is 1 to 1.79= Very Low Degree, 1.80 to 2.59= Low Degree, 2.60 to 3.39= Somewhat High Degree, 3.40 to 4.19= High Degree, 4.20 to 5 = Very High Degree

Table 4.2.4 indicates a high degree of organizational justice in university libraries in South-West Nigeria, with an overall average mean of (\bar{x} =3.51, SD=0.98) on a scale of 5-points. The indicators measured show high procedural justice (\bar{x} = 3.57), somewhat high distributive justice (\bar{x} = 3.38), high interpersonal justice (\bar{x} = 3.69), and high informational justice (\bar{x} = 3.65). This suggests that these libraries, strive to uphold integrity and justice.

Analysis and presentation of research hypotheses

Decision Rule

The pre-set level of significance for this study is 0.05. The hypotheses presumed that there was no significant influence between the variables under consideration. If the P-value which indicates the significance or the probability value exceeded the pre-set level of significance ($P > 0.05$), the hypothesis stated in the null form was accepted, however, if the P-value was less than or equal to 0.05 ($P \leq 0.05$), the null hypothesis was rejected.

H₀₁: Work-life balance has no significant influence on turnover intention of librarians in universities in South-West, Nigeria.

Table 4.3.1 ANOVA & Model Summary testing Significant Influence of Work-life balance on Turnover intention of Librarians in Universities in South-West, Nigeria

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	11311.805	2	6919.712	187.005	.000 ^b
Residual	6317.722	197	35.231		
Total	17627.527	199			
R=.343		R Square= .451		Adj. R Square= .447	
Coefficients					
Construct	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta(β)		
(Constant)	34.399	2.617		12.762	.000
Work Interference with Personal Life (WIPL)	.303	.091	.401	8.001	.003
Personal Life Interference with Work (PLIW)	.330	.111	.399	8.711	.000
Work/Personal Life Enhancement (WPLE)	.293	.099	.416	7.339	.000

Dependent Variable: Turnover intention.

Source: Field Survey 2023 *Note:* β = Standardized Coefficient, significant at 0.05

Table 4.3.1 which presents analysis results of influence of work-life balance on turnover intention indicate that work-life balance significantly influenced turnover intention of librarians in universities in South-West, Nigeria ($F_{(2, 197)} = 187.005$, Adj. $R^2 = 0.447$, $P \leq 0.05$) and can explain up to 45.1% ($R^2.451$) variation of influence on librarians' turnover intention. The coefficient analysis in the table further explains that Work Interference with Personal Life (WIPL) ($\beta = .401$, $P \leq .05$), Personal Life Interference with Work (PLIW) ($\beta = .399$, $P \leq .05$), and Work/Personal Life Enhancement (WPLE) ($\beta = .416$, $P \leq .05$), all had strong significant influence on librarians' turnover intention and exerted various degrees of influence on librarians' turnover intention. With this evidence therefore, the null hypothesis was rejected and restated thus: Work-life balance will have a significant influence on turnover intention of librarians in universities in South-West, Nigeria. This result implies that the better the work-life balance experienced by librarians in universities in South-west, the lesser their propensity towards turnover intention.

H₀₂: Reward system does not significantly influence the turnover intention of librarians in universities in South-West, Nigeria.

Table 4.3.2 Influence of Reward System on Turnover Intention of Librarians in Universities in South-West, Nigeria

Universities in South West, Nigeria

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	19471.330	2	7109.611	36.401	.000 ^b
Residual	7411.553	196	41.011		
Total	26882.883	198			
R=.359		R Square= .388		Adj. R Square= .385	
Coefficients					
Construct	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta(β)		
(Constant)	41.271	2.488		11.654	.000
Compensation	.347	.911	.313	4.339	.013
Benefits	.344	.201	.411	6.511	.000
Recognition	.391	.097	.387	6.435	.000
Career opportunities	.349	.301	.352	5.903	.000

Dependent Variable: Turnover intention.

Source: Field Survey 2023 *Note: β = Standardized Coefficient, significant at 0.05*

The regression analysis result in Table 4.3.2 reveals that reward system ($F_{(2,196)} = 36.401$, $R^2 = .388$, $P \leq .05$) significantly influences turnover intention of librarians in university libraries in South-West, Nigeria. Compensation ($\beta = .313$, $P \leq .05$), benefits ($\beta = .411$, $P \leq .05$), recognition ($\beta = .387$, $P \leq .05$), and career opportunity ($\beta = .352$, $P \leq .05$) exert 31.3%, 41.1%, 38.7% and 35.2% variation of influence on turnover intention of librarians in universities in South-West, Nigeria.

This means that university libraries where these indicators are not adequately catered for are likely to experience higher rates of turnover intention among its workers. With this evidence, the null hypothesis was rejected and restated thus: Reward system will significantly influence the turnover intention of librarians in universities in South-West, Nigeria.

H₀₃: Organisational justice has no significant influence on turnover intention of librarians in universities in South-West, Nigeria.

Table 4.3.3 Influence of Organisational Justice on Turnover Intention of Librarians in Universities in South-West, Nigeria

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17985.450	2	5705.688	178.318	.000 ^b
Residual	9055.763	196	32.250		
Total	27041.213	198			
R=.491		R Square= .510		Adj. R Square= .503	
Coefficients					
Construct	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta(β)		
(Constant)	17.250	2.626		10.186	0.000
Procedural Justice	.333	.033	.414	2.133	.013
Distributive Justice	.665	.042	.601	2.311	.000
Interpersonal Justice	.451	.097	.513	4.401	.000
Information Justice	.711	.401	.201	1.341	.000

Dependent Variable: Turnover intention

Source: Field Survey 2023 *Note: β = Standardized Coefficient, significant at 0.05*

Table 4.3.3 shows that organisational justice ($F_{(2, 196)} = 178.318$, $\text{Adj.}R^2 = .503$, $P \leq .05$) significantly influences turnover intention of librarians in South-West, Nigeria and accounts for up to 50.3% ($R^2 = .503$) variation of influence on librarians' turnover intention. The coefficient table further explains that procedural justice ($\beta = .414$, $P \leq .05$) can exert up to 41.4% variation of influence while distributive justice ($\beta = .601$, $P \leq .05$) account for up to 60.1% variation of influence and both interpersonal justice ($\beta = .513$, $P \leq .05$) and information justice ($\beta = .401$, $P \leq .05$) all had a strong significant influence (51.3%, 40.1%) on turnover intention of librarians in universities in South-West, Nigeria. This implies a high level of value placed on organisational justice by librarians as it is considered a critical factor in determining their decision to stay or quit an organisation. With this evidence therefore, the null hypothesis was rejected and restated thus: Organisational justice will significantly influence turnover intention of librarians in universities in South-West, Nigeria.

H₀₄: Reward system, work-life balance, and organisational justice will have no joint influence on librarians' turnover intention in universities in South-West, Nigeria.

Table 4.3.4 ANOVA & Model summary testing Joint Significant Influence of Reward System, Work-life Balance and Organisational Justice on Turnover Intention of Librarians in Universities in South-West Nigeria

in Universities in South West Nigeria

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12511.376	2	9131.005	166.541	.000 ^b
Residual	9143.052	195	48.113		
Total	21654.428	197			
R=.411		R Square= .430		Adj. R Square= .427	
Coefficients					
Construct	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta(β)		
(Constant)	35.201	3.693		12.113	0.000
Reward System	.388	.105	.377	4.442	.013
Work-life Balance	.451	.099	.593	3.500	.000
Organisational Justice	.510	.513	.314	4.058	.003
Dependent Variable: Turnover intention					

Dependent Variable: Turnover intention

Source: Field Survey 2023 *Note: β = Standardized Coefficient, significant at 0.05*

Table 4.3.4 reveals results from the multiple regression analysis on the joint significant influence of reward system, work-life balance and organisational justice. The analysis shows that reward system, work-life balance and organisational justice ($F_{(2, 195)} = 166.541$, Adj. $R^2 = 0.427$, $P \leq 0.05$) had a positive joint significant influence on turnover intention of librarians in universities in South-West, Nigeria. The result further shows that reward system, work-life balance and organisational justice can jointly account for only 42.7 per cent (Adj. $R^2 = .427$) of variation of influence on librarians' turnover intention. This is further buttressed by the relative contribution (coefficients table) results which show that reward system ($\beta = 0.333$, $T = 4.442$, $P \geq 0.05$), work-life balance ($\beta = .451$, $T = 3.500$, $P \geq 0.05$) and organisational justice ($\beta = .510$, $T = 4.058$, $P \geq 0.05$) had significant influence on turnover intention of librarians in South-West, Nigeria. The result implies that each variable was considered a critical factor by librarians in this study capable of determining the direction of their turnover intention. This result is further affirmed by statistical mean results in Tables 4.2.2, 4.2.3 and 4.2.4. Consequent upon this evidence, the null hypothesis that reward system, work-life balance, and organisational justice will have no joint influence on librarians' turnover intention in universities in South-West, Nigeria was rejected and restated as reward system, work-life balance, and organisational justice will jointly influence librarians' turnover intention in universities in South-West, Nigeria.

Table 4.3.5: Summary Table of Hypotheses Tested

S/N	Hypotheses	Conditions	Co-efficient	Remarks
1.	H₀₁: Work-life balance has no significant influence on turnover intention of librarians in universities in South-West, Nigeria	0.05 alpha and 95% confidence level	$R = 0.343$, $Adj. R^2 = 0.125$: $P \leq 0.05$	H ₀₁ was rejected
2.	H₀₂: Reward system does not significantly influence the turnover intention of librarians in universities in South-West, Nigeria	0.05 alpha and 95% confidence level	$R = 0.359$, $Adj. R^2 = 0.388$: $P \leq 0.05$	H ₀₂ was rejected
3.	H₀₃: Organisational justice has no significant influence on turnover intention of librarians in universities in South-West, Nigeria	0.05 alpha and 95% confidence level	$R = 0.491$, $Adj. R^2 = 0.503$: $P \leq 0.05$	H ₀₃ was rejected
4	H₀₄: Reward system, work-life balance, and organisational justice will have no joint influence on librarians' turnover intention in universities in South-West, Nigeria.	0.05 alpha and 95% confidence level	$R = 0.411$, $Adj. R^2 = 0.427$: $P \leq 0.05$	H ₀₄ was rejected

Source: Field Survey, 2024

Discussion of Findings

Findings from this study showed a somewhat high level of turnover intention among librarians in universities in South-West, Nigeria. With a grand mean of 3.39 on a 5-point scale, the result indicates that the level of turnover intention among librarians who participated in this study is somewhat high. In alignment, reports from the study of Hamzat, Abata-Ebire, Ogunjinmi and Babarinde (2020) revealed a high rate of turnover intention among library and information professionals in private universities in Osun state, with 66% having the intention of quitting their jobs as soon an opportunity shows up. In furtherance, Aiyebilehin, Odiachi, and Omoregie (2020) reported a high turnover intention among librarians in universities in South-South Nigeria. More recent studies also corroborate the high turnover intention of librarians in universities in South-west Nigeria (Soyemi & Oloyede, 2022; Oloyede & Soyemi, 2022) and private universities in southern Nigeria (Fasola & Popoola, 2024)

The study also revealed that the level of job satisfaction among librarians in relation to their present jobs is very low. This implies that librarians in South-West, Nigeria are not satisfied with their present working conditions and have considered leaving at some point. This report aligns with the findings of Nyamubarwa's (2013) and Olusegun (2013) which identified job satisfaction as a critical factor influencing the turnover intention of librarians in Zimbabwe and South-West Nigeria respectively, asserting that librarians are contemplating leaving their current positions

and the profession altogether due to dissatisfaction with their jobs. These studies emphasize a significant correlation between job satisfaction and turnover intention among librarians. As Mobley (1982) posits, job dissatisfaction prompts librarians to proceed through subsequent phases leading to turnover intention.

In terms of work-life balance, findings from this study show that librarians in universities in South-West, Nigeria experienced work-life balance to some extent, with an average weighted mean score of 3.39 on a scale of 5 points, indicating that librarians in South-West, Nigeria experienced work-life balance but not at the highest level. Lestaria and Margaretha (2021) asserted that the lack of work-life balance causes stress, which influences employees' intentions to leave an organisation. In agreement, Fyn, Heady, Foster-Kaufman, and Hosier (2019) identified dissatisfaction with work-life balance as the second most common personal factor determining librarians' intention to quit. Oloyede and Soyemi (2022) also affirmed the significance of work life balance on turnover intentions of librarians in Nigeria. The general consensus according to these findings, is that an employee who lacks balance in work-life, is likely to leave the organisation and seek new employment that allows balance in his or her work and personal life.

Another significant finding in this study is that the level to which librarians are satisfied with the reward system in their organisations is somewhat high with average weighted mean score of 3.25 on a 5-point scale. The level of satisfaction of librarians in this study being somewhat high implies a possibility of high chances of turnover intention should there be no improvement in the areas of compensation, benefits, and recognition, which all had low mean scores. This finding is in tandem with findings from the study of Nyamubarwa (2013) which reported poor salaries as a major factor influencing academic librarian turnover intention in Zimbabwe. As most academic librarians in Zimbabwe considered leaving their current employers in search of higher pay with Non-Governmental Organisation (NGO) sector. A high proportion of librarians are not satisfied with their income hence they lack the motivation to perform effectively and would leave if they had greater chances in similar organisations (Oyetola, 2013; Okoye, 2017).

Contrary to this study's findings, Udo-Anyanwu and Amadi (2020) reported a positive significant relationship between extrinsic, intrinsic rewards and job satisfaction of librarians, suggesting that library personnel in Imo state are happy with their rewards and satisfied with their jobs. While the situation among librarians in Imo state seem palatable, same cannot be said about librarians generally. The high effect of reward on turnover intention of librarians in South-West, Nigeria is consistent with global research which indicates that reward drives employee motivation, job satisfaction and, ultimately turnover intention (Turnea & Prodan, 2020; Mustafa, Ghulam, Ali & Noorina, 2019; Mendis, 2017). This shows that reward is an important variable in the lives of employees as they depend on income emanating through compensation and benefits for upkeep items for themselves and their family members.

The outcome of this study is in line with the assertion of Arianto and Syihabudhin (2018) who noted that satisfaction with workplace rewards invariably motivate desired employee behaviours such as commitment, performance, and productivity. The study of Omokorede (2017) showed that appropriate reward system discourages negative behaviour such as low commitment, absenteeism, turnover intention, and turnover. When an employee's reward is delayed, denied, or perceived as unfair, morale is negatively affected, leading to what Omokorede described as

unproductive performance and, in extreme cases, a high percentage of employee turnovers. Reward is among possible reasons why an employee is at work and has the propensity to engender a high level of turnover intention among employees unless adequately treated. It is therefore necessary to enhance the rewards system for library personnel to increase their job satisfaction and reduce their intentions to leave.

Further findings indicated a high degree of organisational justice within university libraries in South-West, Nigeria. With a grand mean score of 3.51 on a 5-point scale, inferring that university libraries in South-West, Nigeria practiced organisational justice to a high degree. This study's result is similar to the observation of Yean and Yusof (2016) that organisational justice greatly influences organisations, especially in harmonizing employers and employee relationships. In one hand, employees' perception of unfair treatment in organisations may generate negative attitudes such as low work performance, disregard of instruction and the defaulting of rules and regulations among employees towards management (Yean & Yusof, 2016). Conversely, their perception of the existence of fairness, equity and justice could spur employees to high level performance and lower turnover intention among them. The fact that librarians in this study had issues with the level of work-life balance and reward system and yet indicated to have continued in various workplaces is an affirmation to the impact organisational justice can exert in helping to counter turnover intention among employees.

The study investigated the influence of work life balance, reward system, and organisational justice on librarians' turnover intention in university libraries in South-west, Nigeria and found that work-life balance, reward system and organisational justice had a positive joint significant influence on turnover intention of librarians in Universities in South-West, Nigeria because reward system, work-life balance and organisational justice jointly have up to 42.7% of influence on the level of turnover intention among librarians in South-west. This finding corroborates those of Greenhaus, Collins and Shaw (2003), Arianto and Syihabudhin (2018) and Yean and Yusof (2016) who at different times propounded findings relating to the relationship between work-life balance, reward system, organisational justice and turnover intention among employees. Findings in this study to a large extent have affirmed the critical role each of these variables can play in determining the direction of turnover intention in organisations. It is evident based on the outcome of this study that librarians in universities in South-west, Nigeria are looking forward to improvements in their work-life balance, reward systems as to match the degree of organisational justice prevalent in various university libraries in order to ameliorate their impact on turnover intention.

Conclusion

This study has demonstrated that work-life balance, reward system, and organizational justice significantly influence turnover intention among librarians in universities in South-West Nigeria. The findings revealed that while organizational justice is perceived to be high, the work-life balance and reward system are only somewhat high, indicating areas needing improvement. The high turnover intention among librarians highlights the critical need for university management to enhance the work-life balance and reward system to increase job satisfaction and reduce the likelihood of turnover. Aligning with previous studies, the results underscore the vital role of job satisfaction in retaining librarians.

Recommendations

The following recommendations are made based on findings from this study:

1. The study reveals a somewhat high level of turnover intention among librarians, with many expressing job dissatisfactions. To address this, it is recommended that library administrators and university management prioritize employee retention; develop and implement effective strategies to motivate librarians, enhance their job satisfaction, reduce turnover intention, and maintain their productivity
2. The level of work-life balance experienced by librarians in this study was found to be weakest in the domain of Work Interference with Personal Life (WIPL), as many librarians indicated that their personal life suffers because of work. The university library management must endeavour to adopt flexible work routine and ensure recruitment of adequate and capable library personnel to curtail unnecessary work overload which may disrupt work-life balance.
3. The satisfaction of reward systems among librarians in South-West Nigerian universities is relatively high in the aspect of career advancement. However, there is dissatisfaction with compensation, benefits, and recognition. To address this, it is recommended that reward packages be made more competitive and regularly reviewed by university management. Additionally, formal recognition programs should be established to celebrate librarians' efforts and achievements.
4. Organizational justice in university libraries is generally high, but distributive justice needs improvement. To address this, university and library management should focus on maintaining fairness and ensuring equitable distribution of benefits among all staff levels. This approach will help reduce turnover intentions caused by perceived unfairness among librarians.
5. While the reward system and organizational justice are primarily determined by institutional policies over which librarians have limited influence, it is recommended that librarians establish and maintain healthy boundaries between their work and personal lives to promote a more balanced work-life. Setting realistic goals and expectations, along with delegating tasks when appropriate, can further aid in managing workload. Furthermore, effective and timely communication with library leadership about issues causing job dissatisfaction is advised to address concerns proactively.
6. The study revealed that the reward system, work-life balance, and organizational justice jointly exert a significant positive influence on the turnover intention of university librarians in South-West Nigeria. Notably, while organizational justice was perceived to be high, the work-life balance and reward system were rated as somewhat high. Consequently, it is recommended that library and university management enhance the work-life balance and reward system for librarians to mitigate turnover intentions.

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