

Effect of Financial Remuneration and Gender on Turnover Intentions Among Librarians

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ABSTRACT

The study is to determine the effect of unpleasant financial remuneration and gender on turnover intentions among librarians. Five hundred and sixty-four (564) librarians from all the universities in Nigeria participated in this study. Three hundred and three (303) or 53.7% were female and 46.3% or 261 were male. The participants were selected through simple random sampling. The ages of the participants ranged between 25 to 60 years with a mean age of 36.23 years and standard deviation of 10.48. Two different instruments were used to obtain data for this study. They include: a six item Turnover Intention Scale and twenty (20) item Pay Satisfaction questionnaire. Data collected were analyzed using 2 by 2 factor analysis which facilitated a two way analysis of variance (2 WAY ANOVA) was used to test the hypotheses. The finding shows that the first hypothesis which stated that there is no significant difference between high and low pay satisfaction on turnover intentions among librarians was not confirmed at $F(1,184) = 68.48, p < 0.05$ level of significance. In contrast, the second hypothesis which stated that there is no significant difference between male and female librarians on turnover intentions was confirmed $F(1,184) = 0.28, p > 0.05$ level of significance.

Keywords: Librarians, Turnover Intention, Gender, Pay satisfaction, Academic library

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1. INTRODUCTION

1.1. Background of the study

Librarians working in universities are classified as academic librarians who are assessed and paid using the same parameter with that of the lecturers. This means, they are paid in line with the lecturers' pay structure and scale otherwise known as CONUASS. By the fore-going, it is expected as people who are involved in researches and also teach which form the basic responsibilities of academia, librarians will also enjoy the same working hours with their lecturer counterparts who only come to school when they have lectures, faculty or departmental meetings. The situation indeed is far from that as librarians working hours expand from 8am to 4pm and beyond. As explained by Prospect (2019), academic librarians work to make academic information and knowledge resources accessible to students and staff as well as manage, organize, evaluate and disseminate information, providing support to members of the academic community including students, researchers and lecturing staff. A situation they expect Adams' (1963) theory which proposed the equity theory to play out and the concept of pay satisfaction to work out. According to Adams (1963), pay satisfaction should be determined by an employee's

perceived input-output balance in that employees feel satisfied when pay is equitable and feel dissatisfied if an inequity exists.

In this regard, the presumption is that an academic librarian in universities will be entitled to special responsibility allowance befitting the extra-ordinary services being rendered to the university community that is not part of the consolidated salary structure of the academic staff. In fact, available records and data show that such does not exist, a situation that has left these librarians who majority are women as revealed by Sue Hill (2019), grumbling as they fill surcharged and do not enjoy the luxury of time like the lecturers thus not having enough time for their families and personal affair. This feeling has left many thinking of alternative step to take as they see the pay not sufficient considering the volume of work been done and the quality and type of services been rendered to the university community. This look at pay satisfaction which according to Williams (2006) is the amount of overall positive or negative effect (or feelings) that individuals have toward their pay is invariably a prelude to turnover intentions on the part of the librarians. Turnover which is the ratio of the number of organizational members who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organization during the period (Price, 1977), in human resource management is seen as a big challenge to the growth of any organization which the academic library is not an exception. According to Heady, et al, (2020), research has shown that high employee turnover is correlated with negative overall performance and increased costs. It is after considering this scenario that the researcher felt that there is the need to investigate the effect pay satisfaction and gender has on turnover intentions of academic librarians

1.2. Statement of problem

Turnover is one of the organizational factors that are likely to predispose any organization including the library to a comatose or moribund state if not checkmated. The result of turnover intentions is that many organizations lose their valuable and best employees. This explains that turnover intention is like a cankerworm that eats deep into any organization and whose end result is always devastating. In the academic library, due to work pressure, stress or work demands which are not commensurate with the take-home pay there is this thought of leaving the job in many librarians mind as many have also left librarianship for greener pasture elsewhere and those still under the university system, dive into administration. This no doubt is a serious issue that calls for concern by university library management in particular and university management in general. Stating the obvious, the cost of employing librarians in our universities like other staff of the universities is always at high side starting from the advertisement, recruitment, selection and hiring (Abbasi & Hollman, 2008 and Heady, Fyn, Kaufman, Hosier, & Weber, 2020). It is therefore an aberration to lose such hand at a twinkle as such lost in most cases dapples the moral of others still in service which will eventually affect their performances and productivity. Furtherance noted Droege and Hoobler (2003), employee turnover results in the lost of not only financial and human capital, but also accumulated knowledge as they leave with their gained knowledge. The side effect of this type of situation in any university library is better imagined than experienced.

Despite several empirical studies on university library organisational structure, services provided among others no painstaking research has been carried out on librarians' turnover intentions and factors that are likely to be responsible and if any, they have been less encouraging and inconclusive especially in terms of the contributions of library organizational structure on turnover intentions (Gbadamosi & Nwosu, 2011). Furthermore, even though there has been relatively large literature on the dimensionality of pay satisfaction, Heneman and Judge, (2000) noted that most of the studies on pay satisfaction dimensionality have been conducted on American samples. Some studies have however examined pay satisfaction across countries (Fong & Schaffer, 2003; Sweeney & McFarlin, 2004). Above all, to the best of the researcher knowledge, there has never been any serious research on the variables under study more so, in librarianship. There is therefore, an increasing need for conducting gender, pay level and satisfaction surveys across countries due to the globalized nature of the economy.

It is in reaction to this that this study has become imperative as to further investigate the combined and differential contributions of some organizational and demographic factors vis pay satisfaction and gender on academic librarians' turnover intentions.

1.3. Scope of the study

The scope of this study covered all academic librarians in Nigerian universities. Academic librarians in this context are all librarians teaching in library and information science departments and those working in the university libraries with at least masters degree in library science (MLS), certified as librarians and belong to Academic Staff Union of Universities (ASUU).

1.4. Research objectives

The main objective of this study is to find out the influence of pay satisfaction and gender on turnover intentions among academic librarians. Other objectives are to:

1. Establish the difference between male and female librarians on turnover intentions,
2. Find out the relationship between pay satisfaction and gender on turnover intentions of academic librarians.

1.5. Research questions

The study was guided by two research questions:

1. Are there differences between male and female academic librarians' turnover intentions?
2. What influence does pay satisfaction and gender has on academic librarians' turnover intentions?

1.6. Research hypotheses

To address the research questions, two hypotheses were also formulated:

1. There is no significant difference between high and low pay satisfaction on turnover intentions of academic librarians,
2. There is no significant difference between male and female academic librarians turnover intentions

2.0 LITERATURE REVIEW

2.1 CONCEPTUAL OVERVIEW

2.1.1 TURNOVER INTENTION

Employee turnover is defined as the ratio of the number of organizational members who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organization during the period (Price, 1977). Turnover intention is one of the most important attitudinal challenges that managers constantly faced at work. It has been defined as the tendency of employees to leave their jobs or organization that they are currently working for (Lee, Hung, & Chen, 2012; Schyns, Torka, & Gössling, 2007). According to Kaur, Mohindru and Pankaj (2013), turnover intention may be defined as the intention of employees to quit the organization. Intentions are a statement about a specific behaviour of interest. Turnover intent is the probability that an individual will change his or her job within a certain time period and thus it leads to actual turnover. It is the individual's intention to voluntarily quit the organization or the profession. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual Turnover is expected to increase as the intention increases. The measurement of Turnover Intention can determine the likelihood of the staff leaving the organization as Ngamkroeckjoti, Ounprechavanit and Kijboonchoo (2012), defined it as the likelihood of an employee to leave the current job he/she is doing

2.1.2. Pay satisfaction

Employee compensation is an important area of human resource management, not only because of its huge cost implications, but also because of its perceived ability to influence individual and group behavior in organizations. An individual's desire to join an organization, to remain with an organization, and to increase effort for the organization is a function of the design and implementation of the organization's compensation system (Bergmann, & Scarpello, 2002). Employees' satisfaction with their pay has been a major focus of study since the 1960's. It is a function of the discrepancy between employees' perception of how much pay they should receive and how much pay they actually receive. Most researchers agree that if these perceptions are equal, then an employee is said to experience pay satisfaction. (Milkovich, & Newman, 2008). Williams (2006) thus defined pay satisfaction as the amount of overall positive or negative affect (or feelings) that individuals have toward their pay. As explained by UKEssay (2018), pay satisfaction consequences are divided in two parts; the first part consisting of organization-focused consequences like organizational commitment and intent to turnover. The second part is about the job-focused consequences like job satisfaction, and job performance. Importance of

developing a pay satisfaction consequences model has been mentioned in numerous studies like Huber, Seybolt and Heneman (1992) and Heneman and Judge (2000).

2.1.3. Academic librarian

As expressed by Academic-Librarian (2018), many might think they know what a librarian's job entails; this idea almost certainly reflects the responsibilities and day-to-day activities of a public librarian rather than an academic one. Academic librarianship is generally less understood than the role of public library counterparts. It reveals that the role of the academic librarian is varied. While in general they may help patrons on a one-by-one basis with specific research questions, they also teach students (one classroom at a time) how to access information (bibliographic instruction), they work in scholarly communications (managing the wealth of research the university generates) and they manage special collections and archives, as well as apply for and manage grants and projects.

Target Jobs (2020) explains that academic librarians are responsible for acquiring, organizing, managing and distributing library resources, and ensuring that library provision meets the needs of all its users; academic librarians therefore are responsible for providing support to academic departments. It further stated that Academic librarianship is a people-focused role, requiring individuals to manage learning resources while keeping the library users' needs in mind. Duties vary considerably according to the size of library, but typically include:

- ❖ selecting, developing, cataloguing and classifying library resources;
- ❖ answering readers' enquiries;
- ❖ using library systems and specialist computer applications;
- ❖ management of staff, including recruitment, training and/or supervisory duties;
- ❖ liaising with departmental academic staff, external organisations and suppliers;
- ❖ ensuring that library services meet the needs of particular groups of users (eg staff, postgraduate students, disabled students);
- ❖ managing budgets and resources;
- ❖ supporting independent research and learning;
- ❖ developing IT facilities,
- ❖ assisting readers to use computer equipment, conduct literature searches etc and
- ❖ promoting the library's resources to users.

2.1.4. Gender

Gender according to Richard (1994) is the range of characteristics pertaining to, and differentiating between, masculinity and femininity. Depending on the context, these characteristics may include biological sex (i.e., the state of being male, female, while Dictionary.com (2020) defines it as a similar category of human beings that is outside the male/female binary classification and is based on the individual's personal awareness or identity. On the other hand, Swiss agency for Development and

Cooperation (2018) describes gender as a socially constructed definition of women and men. It is not the same as sex (biological characteristics of women and men) and it is not the same as women. Gender is determined by the conception of tasks, functions and roles attributed to women and men in society and in public and private life. In the context of this research, gender is viewed as the biological sex of male and female

2.2. Empirical and theoretical framework

Employee-turnover intention (ETI) has been widely studied by many researchers and is still a fruitful area of research in the field of industrial-organizational psychology (Griffeth, Hom, & Gaertner, 2000; Collins, 2010; Nadiri & Tanova, 2010; Collini, Guidroz, & Perez, 2013;).as it remains one of the major problems for many organizations reveal Romero and Cruthirds (2009) and Lawson Williams Consulting Group Limited, (2014). To this end, Tett and Meyer (1993) define employee turnover intention as a conscious and deliberate willfulness to leave the organization. It is in consideration of the aftermath of turnover intention that Lucy, David, Kathleen and Claude (2004) and Chen, Lin, and Lien, (2010) reveal that such situation may lead to the increase in the costs of recruiting and training new employees. Affirming to the above assertion, Dube, Freeman, and Michael (2010) in their survey of California businesses between 2003 and 2008 reported that the overall costs of replacing a worker can be as high as \$4,000; \$2,000 for blue collar and manual labor workers and as much as \$7,000 for professional and managerial employees. Furthermore, recent evidence has shown that in 2012, as much as 20,000 professionals, such as medical doctors and teachers from various universities and colleges left African continent for a better paid job in Western countries, including United kingdom, United States, and Canada, among others (Agency Reporter, 2012).

Writing on the issue of turnover and demography Randhawa (2007), conclude that there are significant correlations between turnover intention and demographic variables such as age, qualification, designation and it was found that age, designation and experience are negatively and significantly correlated with turnover intentions. This shows that the intentions of an individual to leave the organization are greatly influenced by age, designation and experience of the individual. The negative correlations reveal that with increases in age, experiences and status in the organization the intentions to quit decreases significantly. Perez and Mylene (2008) in their study on 'Turnover Intent' revealed that age has a negative relationship to turnover intent, indicating that the older an employee gets the less he intends to leave. Tenure also showed to be significantly correlated with the dependent variable. The longer an individual is employed, the less the individual will have intentions to leave. Apart from the other variables, job satisfaction has also shown to have the highest impact on turnover intention.

While Galetta and Maura (2011) found that having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. The research also showed the importance of intrinsic motivation to promote affective commitment and that the affective commitment completely mediates in the relationship between intrinsic motivation and turnover intention. This means that

employees intrinsically motivated towards their own work, develop a sense of identification and attachment to their organization that in turn is negatively related to turnover intention. To Melanie Lovie-Tremblay et al. (2011), there were no differences in Generation Y and X nurses with respect to their perceptions of nursing work environment and their intention to leave their position or the profession. There is inverse relationship between age and turnover intentions. This finding attributed to the fact that older nurses had increased job satisfaction and organizational commitment as compared with their younger peers. Apart from age differences the actual work environment also has an effect on the turnover intentions of the nurses.

Khadija, et al. (2011) explored some determinants of turnover intention and proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions however there are many other factors that can lead to turnover intentions. Whereas Mohammed et al. (2012) in their study revealed that there is significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month. The PHC nurses in this study also indicated low satisfaction with their Quality of Work Life (QWL) and a high turnover intention. There is a significant association between QWL and turnover intention of PHC nurses. Sustaining a healthy work life for PHC nurses is crucial to improve their QWL, increase retention, enhance performance and productivity and promote safe nursing care. Bashir et al. (2012) concluded that job satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative relationship to turnover intention. It has been evidenced that, employees that experienced more job stress have more intention to quit he added. While Mbah and Ikemefuna (2012), examined job satisfaction and employees' turnover intentions in Total Nigeria PLC and they discovered that specifically job satisfaction (pay, nature of work and supervision) reduces employees' turnover intentions. Heady, Fyn, Kaufman, Hosier and Weber, (2020). carried out a research on contributory factors to academic librarian turnover: and the results indicate that turnover within academic libraries is influenced by several factors related to work environment, compensation and benefits, job duties and personal needs and recommended that much attention should be paid as to understanding why librarians leave their positions as the first step toward improving employee retention in academic libraries..

Adams (1963), proposed the equity theory to explain the concept of pay satisfaction. He stated that pay satisfaction is determined by an employee's perceived input-output balance in that employees feel satisfied when pay is equitable and feel dissatisfied if an inequity exists. To this stated Adams (1965) and Lawler (1971), pay satisfaction is the perceived ratio of what employees receive from the job compared to how much they put into the job. In fact, most researches on pay satisfaction focused on satisfaction with pay level or used an undifferentiated measure of pay satisfaction as posited by Tekleah (2005), who reported that pay rise satisfaction was a significant predictor of intended and actual turnover

but that pay level satisfaction was not thereby introducing the possibility that the different facets of pay satisfaction may play different roles in the turnover intention process.

In the same vein, Vandenberghe and Tremblay (2008) examined the role of pay satisfaction and organizational commitment on turnover intentions. The result shows that the effect of pay satisfaction on intended turnover is fully mediated by effective commitment and perceived sacrifice commitment on the part of the organization and employees. Whereas in their study on the relationship between job satisfaction, gender, tenure and turnover intentions among civil servants in Benue State, Nigeria, Ucho, et al. (2012), in their finding revealed that gender and job tenure were not significant factors in turnover intentions. Martin (2020) in his study to understand the levels of job satisfaction of librarians and library staff from all types of libraries and positions and to determine what factors influenced their job satisfaction, reported that no differences were found between librarians and library staff or by gender, race, library type, position in the library, and library work performed. Strength of identification with current library was found to significantly influence job satisfaction and accounted for 31% of the variance in job satisfaction. Several key factors were found that influenced respondents' job satisfaction. These include strength of identification with their current library, and culture & work environment; colleagues; leadership; pay; diversity & inclusivity; workload; meaningful work; external recognition of the value of the library; and being personally valued and appreciated.

On the other hand, the result of Pay scale (2017) salary survey shows that relatively high pay or how much they take home does not necessarily make employees happy. It also indicates that there are likely other factors related to compensation that are important to workers' satisfaction, aside from just the number on their paycheck. It concludes by stating that when it comes to pay, it is rare to see a satisfied employee. Mohammed, et al. (2012) in their study also revealed that there is significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month

3. RESEARCH METHODOLOGY

3.1 Research design

A cross-sectional research design was used to obtain the desired data for this study. Campbell, Machin and Walters (2007) described it as the study of a group of subjects at one particular time. On the other hand, a non-probability sampling technique was applied in selecting the respondents among practicing librarians in universities with the aid of 2019 list of certified librarians in Nigeria (Librarians Registration Council of Nigeria (LRCN), 2019). The librarians numbering 612 were invited to participate in the research. The aim and objectives of the study were thoroughly explained to the librarians. Those who agreed to participate signed the written informed consent forms and the questionnaire sent through e-mail. Participation was therefore completely voluntary, anonymous and confidentiality of the information generated was ensured

3.2. Sampled population

The sampled population stood at 612 made up of 333 female and 279 male selected through purposive random sampling method which according to Nworgu (2015), ensures that specific elements which satisfy some predetermined criteria are selected. (in this study, the determining criteria for selection are that the respondents are working in federal universities and are certified librarians) This number was selected among the librarians from 157 (40 Federal Universities, 44 State Universities in Nigeria and 74 private) universities in Nigeria (NUC, 2020). Out of the 612 respondents who were selected and agreed to participate in the study, only 564 returned their questionnaires (303 female and 261 male). This means that the sampled population for this study was 564 librarians.

3.3. Instrument for data collection

The main instrument used in this study to collect data is the questionnaires. The questionnaires were of two types which include a six item turnover intention scale by Monday, Steers and Porter (1979). Turnover intentions are measured on a five-point Likert-type scale from (1) 'Strongly Disagree' to (5) 'Strongly Agree'. The extent to which employees are satisfied with their pay was assessed using Heneman and Schwab's (1985) 18-item Pay Satisfaction Questionnaire (PSQ). The PSQ is the most prevalent measure of multi-dimensional pay satisfaction (Heneman & Judge, 2000 and Sturman & Short, 2000) and has received considerable support due to some controversy regarding poor loading within the structure/administration sub-scale (Heneman & Judge, 2000); two item were added from Blau (1994) in hopes of increasing the reliability of the measure thereby increasing the items of the instrument to 20. The scale is based on a 5-point scale ranging from 1= 'Very dissatisfied' to 5 = 'Very satisfied'. The Respondents indicated the extent to which they were satisfied or dissatisfied with 20 items describing their pay satisfaction.

3.4. Method for data analysis

Data generated from the study was entered into Excel spreadsheet, cleaned and coded. It was then exported into SPSS-IBM version 21 and analyzed using 2 by 2 factorial analysis based on the fact that two independent variables (gender and pay satisfaction) with 2 levels each were tested under 1 dependent variable (turnover intentions). In view of this, a 2-way analysis of variance (2-WAY ANOVA) was used as a statistical tool for data analysis. SPSS was in the computation because of the complex nature of the computational procedures involved in factor analysis (Nworgu, 2015). Prior to this, the instruments were subjected to validity and reliability test. Cammann, Fichman, Jenkin and Klesh (1979), validated the turnover intention scale. The reported internal consistency for the scale stands at 0.83 and supported construct validity with correlation of -0.58 with overall job satisfaction. Whereas for pay satisfaction, Heneman and Schwab's (1985) reported a Cronbach alpha (Ω) of 0.94 and alternate form reliability of 0.93 while Nedum and Egwu (2009), using Nigerian samples reported a Cronbach alpha coefficient of 0.91 and a split half reliability of 0.88. However, the researcher subjected the 2 instruments to pilot study using 100 participants that consisted of library staff from colleges of education in Southeast, Nigeria. Using alpha reliability test, the researcher obtained an alpha coefficient of 0.82 on pay satisfaction and 0.74 on turnover intention scale.

4. DATA PRESENTATION

Demographic Data

Table 1: Gender

Variables	Frequency	Percentage
Sex		
Male	261	46.3
Female	303	53.7
Total	564	100

Table 1 shows that 261 of the respondents or 46.3% were male while 53.7% representing 303 respondents out of the total 564 respondent were female an indication that majority of the academic librarians are female.

Table 2: Age

Variable	Frequency	Percentage
Age		
≤45	399	70.74
≥45	165	29.26
Mean age= 36.23		

The data in table 2 indicates that majority of the academic librarians (399) were within 45 ages of 45 and below thus representing 70.74.% of the entire respondents

Table 3; Marital Status

Variable	Frequency	Percentage
Marital status		
Married	426	75.53
Single	138	24.47

As shown in table 3 426 or 75.53% of the respondents were married whereas, 138 representing 24.47%.of the respondents were single

Table 4: Summary table of Two Way Analysis of variance (2-WAY ANOVA) on the influence of pay satisfaction and Gender Turnover Intentions

Source	Type III sum of Square	Df	Mean Square	F	Sig
Gender	2.89	1	2.90	.28	.60
Pay satisfaction	706.25	1	706.24	68.48	.00
Gender *pay satisfaction	8.02	1	8.02	.78	.38
Error	1897.52	184	10.31		

Total	11111.00	188			
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Key: Df = Degree of freedom; Sig = significance; F = F-ratio

Table 5 above, shows that the first hypothesis which is: 'There is no significant difference between high and low pay satisfaction on turnover intentions of academic librarians' was not confirmed with a significant equation model $F(1.184) = 68.48$, $p > 0.05$ level of significance. In contrast, the second hypothesis which states that 'There is no significant difference between male and female academic librarians turnover intentions' was confirmed with a non-significant equation model $F(1.184) = 0.28$, $p > 0.05$ level of difference.

5. DISCUSSION OF RESULTS

In this study, the effect of pay satisfaction and gender on turnover intentions of academic librarians in universities was examined. The result indicates that there is significant relationship between high and low pay satisfaction and turnover intention among librarians thus rejecting the first null hypothesis. The implication is that pay satisfaction is one of the factors that motivate librarians not to quit their job more so, when the pay is high. The above result corroborated the finding of Lum, et al. (1998), in their study that investigated nurses' turnover intentions stated that job satisfaction, affects turnover intentions and pay satisfaction affects both job satisfaction and turnover intentions. The finding is also inconsonance with the equity theory of pay satisfaction propounded by Adams (1963) which posits that pay satisfaction is determined by an employee's perceived input-output balance. Input here are (experiences, effort and tenure) while output include (pay, benefits etc). He argued that employees feel satisfied when payment is equitable and dissatisfied if an inequity exists. Satisfaction he explains is measured by the ratio of what is received from the organization (output) to what is contributed to the organization (input). While Mbah and Ikemefuna (2012), in the result of their study on job satisfaction and employees' turnover intentions in Total Nigeria PLC, opine that specifically job satisfaction (pay, nature of work and supervision) reduces employees' turnover intentions. Heady, Fyn, Kaufman, Hosier, & Weber, (2020), also affirm to the above finding in their research on contributory factors to academic librarian turnover: in which they concluded that turnover within academic libraries is influenced by several factors related to work environment, compensation and benefits, job duties and personal needs and recommended that much attention should be paid as to understanding why librarians leave their positions is the first step toward improving employee retention in academic libraries. Stating the obvious, if an employee discovers that the ration between the his/her input – output are significantly different, tension and dissatisfaction will result and such an employee will be demoralized as to changing his attitude towards work and reduction to his/her input or even starts to exhibit withdrawal behavior.

Furtherance, the outcome of this study reveals that there was no statistical significant difference between male and female librarians on their turnover intentions. This means that the second null hypothesis was accepted. This shows that gender disparity is not a determinant of turnover intentions among librarians despite the fact (as noticed on the demographic data) that female librarians are in

dominance. The result conforms to that of Ucho, Mkavga and Onyisi (2012). It is pertinent to state, that Miller and Wheeler (1992), Schul and Wren (1992) and Moncrief, et al. (2000) stated otherwise as they indicate that women report higher level of turnover than their male counterparts and actual turnover. All the same, Donnelly and Quirin (2000) explain that this situation may be attributed to the fact that women experience greater number of 'shocks' or events that force them to leave the organization for instance; pregnancy, family matters and child birth while Smith and Calasanti (2005) in their study stated that men have higher turnover intentions.

5.1. Conclusion and recommendations

The researcher in line with the finding of this study, deduce that disparity and poor salary structure in pay satisfaction have great influence on librarians working in public university libraries turnover intentions. On the other hand, inasmuch as librarianship is female dominance gender falls short of a factor to be used in measuring turnover intentions among academic librarians. It is against this backdrop that the following recommendations are made:

- Stakeholders in academic libraries should relate with relevant authorities to get academic librarians in particular and by extension librarians in general satisfied with their pay. As it has been observed that if input is not equal to output then negative behaviors are eminent among employees. A situation where librarians are paid peanut as salary unlike other professions (eg: engineers; doctors, nurses etc) should be unacceptable. To buttress this point, a comparative analysis of librarians' remunerations in United Kingdom, United States of America and Nigeria shows that a graduate trainee in the UK receives higher salary than a university librarian in Nigeria. The truth is that while in the UK, librarians are receiving living wages and in Nigeria, librarians are receiving salary that may be tagged: 'in the absence of nothing'. Do we need any other prove to show that there is nothing like pay satisfaction among academic librarians more so in developing countries thus the high turnover intentions.
- The national organ of Librarians' Associations and Librarians' Registration Councils in conjunction with the Federal Ministries of Education and Labor should work as a team as to lobbying and influencing the National Assembly into promulgating a law that will facilitate a special salary structure for the librarians. The researcher thinks that it is an aberration to leave librarianship as a profession in the dark considering the fact, that almost all professions have their specialized salary structure. To this end, when the salary structure is to be enacted into law, it should put into consideration the nature of services provided by librarians. This salary structure may be known as 'Consolidated Salary Structure for academic Librarians (CONSSAL) covering the following areas: basic salary; rent; transport; health; insurance, responsibility, hazard and excess load. With this type of structure in place, librarians will know what they are working for and will be spurred into being at their best in terms of commitment and productivity and

- Considering the nature of academic librarianship, there should be scope for shared work and flexible working hours as to allowing the librarians who we know are mainly females have time for their personal affairs and family responsibilities. Academic library management should ensure proper work-shift for librarians putting into consideration their total well-being.

In all, sustaining a healthy work life for academic librarians in particular and librarians in general is crucial to improving and promoting safe library services; enhancing commitment and performance as well as increasing productivity and librarians' retention.

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