

**Oso Olutoyin Olukemi**  
T.Y. Danjuma Library  
oluwatoyinoso@gmail.com  
**Ajayi Crowther**  
University Oyo

## **A survey of employees' turnover in libraries of private universities in South West Nigeria**

*(Badanie fluktuacji pracowników bibliotek prywatnych uczelni w południowo-zachodniej Nigerii)*

**Słowa kluczowe:** przywiązanie do organizacji, fluktuacja, satysfakcja z pracy, prywatne uczelnie

**Abstrakt:** Produktywność i efektywność to kluczowe czynniki odpowiadające za osiągnięcie dobrych wyników w każdej organizacji. Obydwa prowadzą do zwiększenia satysfakcji z wykonywanej pracy oraz stopnia przywiązania do organizacji. Wykonywanie pracy w sposób efektywny przyczynia się do zwiększenia stopnia przywiązania do organizacji. Natomiast brak przywiązania do niej oraz niezadowolenie z wykonywanej pracy zwiększają ryzyko fluktuacji pracowników. W artykule szczególną uwagę poświęcono zbadaniu wpływu satysfakcji pracowników z wykonywanej pracy oraz stopnia ich przywiązania do organizacji na proces fluktuacji pracowników. Celem artykułu jest przedstawienie procesu fluktuacji pracowników bibliotek prywatnych uczelni w południowo-zachodniej Nigerii. Spośród 110 rozesłanych ankiet uzyskano 94 odpowiedzi. Zgromadzone dane zostały poddane analizie za pomocą SPSS 17.0. Wyniki zebrane na podstawie przeprowadzonych ankiet wykazały pozytywną i istotną zależność pomiędzy satysfakcją z wykonywanej pracy, stopniem przywiązania do organizacji a fluktuacją bibliotekarzy. Zgromadzone dane dają pogląd na poziom satysfakcji pracowników z wykonywanej pracy i stopień ich przywiązania do organizacji w uczelniach prywatnych. Jednakże wyników tych badań nie należy przekładać na inne populacje.

**Keywords:** organisational commitment, turnover intention, job satisfaction, private universities

**Abstract:** Productivity and efficiency are the major factors of good performance in every organization. Both are often influenced by employees job satisfaction and organizational commitment. When employees tend to work effectively and efficiently the organization satisfies and encourages them to be committed at every point in time. Lack of commitment and dissatisfaction with one's job increases turnover intention. Hence, the focus on this study is geared towards examining the influence of employees job satisfaction and organizational commitment on employees turnover intentions. The purpose of this paper is to investigate employees turnover intention in private universities libraries in Nigeria. The study seeks to focus on the effect of job satisfaction and organizational commitment on employees' turnover intention. The study population consists of thirteen private universities in South West Nigeria. Out of one hundred and ten copies of questionnaires which were administered, ninety-four copies or 86% were retrieved. Data collected were analysed using SPSS 17.0. The results showed positive and significant relationship between job satisfaction and organizational commitment as both of them affect librarians turnover intentions. The results provided some

insight into the influence of job satisfaction and organizational commitment in the private universities. However it may not be appropriate to generalize the findings across the other populations or settings.

## **Introduction**

Human resources play a vital role when the achievement of goals and objectives of an organization is possible. Organisations focus on the impact of employees' turnover on the organizational effectiveness and cost. Most organisations often devise the mechanism to retain employees, especially the good ones. Employees' level of commitment to their organization may go a long way with determining how well organisations achieve their goals. Various aspects of work such as an efficiency, productivity, absenteeism, turnover rates and intention to quit are being influenced by employees job satisfaction and organizational commitment [15]. Employees' job satisfaction has a great influence on their turnover rate in every organization.

Employees job satisfaction is important because their absence often reduces organizational commitment [30] and eventually increases turnover rate especially in private learning institutions.

Consequently, employees 'inability to achieve their needs causes dissatisfaction and lack of commitment which in turn may lead to the high rate of turnover. Therefore, if employee turnover especially among professional librarians is not managed properly it may affect the institution adversely in terms of personnel costs and in the long run its liquidity position [25].

Mark Huselid [16] stated that the organisations differ themselves in the priority of they attachment to the human resource component and in their efforts towards achieving high productivity and competitive advantage over other organisations, even though they all recognize the value of a qualified, motivated, stable and responsive team of employees. These factors may strengthen employees level of commitment and help to retain talented work force in the library profession.

In the same vein, Richard Olorunsola and Bamijoko [33] in their study asserted that there is need to maintain a steady supply of staff which will require a good understanding of the forces that affect the issue of recruitment and retention of the academic librarians in private universities. Organisations often try to foster commitment so their employees achieve stability which may reduce turnover costs. It is commonly believed that committed employees work harder and are more likely to "go the extra mile" to achieve organizational objectives.

With the proliferation of new universities in Nigeria, librarians are prone to migrate from one institution to another. Sami Abassi and Kenneth Hollman [1] found out in their research that most of the time when employees move, they migrate to competing institutions with the knowledge acquired from their former employees. Librarians' job has now become mobile. Organisations find ways of improving and sustaining their employees' retention strategies.

Many factors have been found to be responsible for staff turnover in organisations. It has also been observed that private universities suffer from the difficulty of turnover. Therefore, this study seeks to ascertain the influence of employees job satisfaction and organizational commitment on turnover of the librarians in private universities.

### **Objectives of the study**

The following are the objectives of this study:

1. To investigate librarians' turnover in private universities in Nigeria.
2. To determine the reasons why librarians resign from their institutions.
3. To determine the effect of employees job satisfaction on librarians' turnover in private universities in Nigeria.
4. To determine the effect of organisational commitment on librarians' turnover in private universities in Nigeria.

### **Hypothesis**

**Ho1** – Employees job satisfaction will not significantly affect the organizational commitment of librarians in private universities in Nigeria.

**Ho2** – Employees job satisfaction will not significantly influence librarians' turnover in private universities in Nigeria.

### **Literature Review**

According to James Prince [36], turnover is the ratio of the number of organisational members who have left during the period being considered and divided by the average number of people in that organization during the same period. A worker's intention to leave is considered by a sign of quitting but there are no consistent findings that regard to its value as a predictor of the actual turnover to the workers [35]. Frequency in employees' turnover is a state of affairs in an organisation whereby employees for reasons best known to them and based on their perception of personnel policies and practices of an organization resign or leave their job [12].

Most organisations try to differentiate between voluntary and involuntary turnover so they can take actions on the one which they have controlled over. Voluntary turnover is caused by the interest of the employees (e.g. to take job in other organization for better salary) while involuntary turnover is the decision of management to quit employees from work (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers is called voluntary resignation. Voluntary turnovers is further distinguished between the functional and dysfunctional turnovers. Functional turnovers happens when the resignation of substandard performers and dysfunctional turnovers refers to the exit of effective performers [23]. Dysfunctional turnover is the most concerned of management due to its negative impact on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers

(like family matters, serious illness, death, etc.) over which the organization has little or no influence. Therefore, management does give the special attention to the avoidable turnover which controls and improves the situation and therefore staffs retention.

Sami Abassi and Kenneth Hollman [1] in their opinion argued that dysfunctional turnover (that is, good performers leave, bad performers stay) damages the institution through decreased innovation, delayed services, improper implementation of new programmes and degenerated productivity. Such activities can radically affect the ability of institutions to prosper in today's competitive economy, leaving even the most ambitious institutions unable to succeed due to their inability to retain the right employees [41].

In order for organisations to achieve their set objectives, they must continuously ensure that the satisfaction of their employees and their level of commitment should be ascertained. John Okpara [32] in his work posited that, employees job satisfaction and organizational commitment are the two primary determinants of employees turnover. Performance and productivity, committed and satisfied employees are usually high performers that contribute towards organizational productivity.

Cote and Heslin [8] found out that employees with higher level of job satisfaction will lead to commitment and a higher level of job satisfaction which may influence the good work life balance and reduce stress level. In the same vein, Michal Barak, Jan Nissly and Amy Levin [4], asserted that lack of job satisfaction has been repeatedly identified as the main reason why employees leave their jobs. Many studies, for example, William Mobley, Rodger Griffeth, Herbert Hand and Bruce Meglino [28], James Prince and Charles Mueller [37], L. Shore and H. Martin [39], Samuel Aryee and T. Wyatt [3], Edwin Ghiselli [12] have also reported a significant negative relationship between employees job satisfaction and their intention to leave the organization. Employees job satisfaction represents some attitudes which are the most important characteristics of a job amongst which people have effective response. They include the following; the work itself, salary, promotion opportunities, supervision, benefits, work conditions, management style, nature of work, communication and co-workers [24].

Organisational commitment is seen as a set of employee's behavioural intentions, the willingness to wield considerable efforts on behalf of the organization and firm desire to maintain membership of the organization [40]. It is the desire of one's identification and participation in a certain organization as well as dedication which an employee demonstrates towards its organization [45].

Job satisfaction depends on the expectations, self-evaluation, social norms, social comparisons, input and output relations and organizational commitment which show the elusiveness of employees job satisfaction as a concept [42].

Private universities need to evolve the new ways of retaining workers and inspiring commitment among employees because of the implicit promise of the job security which is no longer possible [5]. In public institutions, the issue of job security is certain and these strategies which are meant to encourage the development of human capital are other yardsticks for retaining the librarians in public institutions.

Saifudding, Nate Hongkraitert and Santhat Sermsri [38] reported that low absenteeism is associated with the high employees job satisfaction while the high turnover and absenteeism are related to job dissatisfaction.

Barbara Burd [7] while carrying out a research on work values for the academic librarians discovered that librarians in organisations who support participatory management, open communication, opportunities for achievement and relationship built on honesty and trust are more satisfied and committed to their work and therefore less likely to leave.

Genevieve Hart [14] asserted that the challenges which library leadership faced in the long run include personal development, growth, shortage of staff, promotion and recognition from management. He found out that professionals are dissatisfied with insufficient resources and their payment.

Ebru Kaya [19] in his study on employees job satisfaction for librarians also found out that the university librarians in Ankara were not satisfied with physical working conditions, job recognition, job security, promotion, benefits, social status and supervisory autonomy. Job satisfaction might be motivated by the nature of the job, the extent to which workers peculiar needs are met and its pervasive social climate, working conditions that are similar to local and international standards and extent to which they resemble work conditions of other professions [34].

Some of the factors which are affecting job satisfaction, from previous studies conducted [13], include age and professional experience [9; 13], educational level [44], level of wages [2], and sex [9].

From the previous researches, for instance, Mobley William et al. [28], Edwin Ghiselli [12], Adeyinka Tella, C.O. Ayeni and S.O. Popoola [43], Muhammad Jamal [17], Angelo Kinicki [21], James Price and Charles Mueller [37], Kenneth McBey and Leonard Karakowsky [26], agree that job satisfaction and organizational commitment are examined as antecedent of turnover intentions. They found out that employees job satisfaction and organizational commitment are rather consistent predictors of turnover intentions, the strength of the satisfaction and intention to leave relationship varies according to each setting. They also found out that job dissatisfaction has been positively and significantly associated with turnover intention. Employees tend to quit their jobs and find alternatives if they are not satisfied with their jobs. Peter Lock and John Crawford [22] while researching on effect of organizational culture and leadership style on job satisfaction and organizational commitment found out that employees may emotionally or mentally “withdraw” from organization if opportunities to work elsewhere are not available. As a result of this, the desired function and purpose of a library is defeated.

Organisational commitment on the other hand has also a significant negative effect on turnover intention. Studies have consistently supported the increased organizational commitment which has been positively associated with individual actions such as decreased intention to search for new jobs and reduced turnover [6; 18; 27].

Adeyinka Tella, C.O. Ayeni and S.O. Popoola in their study [43] suggested that the library management should meet the demands of their personnel to strengthen their

satisfaction and commitment to minimize turnover. Khan Amijid and Shamshad Ahmed [20] in the study conducted in a Pakistan university reported that librarians are slightly satisfied with their benefits, promotion chances, salary provided to them and communication system within the library. They opined that management of institutions should redesign promotion criteria for librarians to satisfy their needs.

Elisa Moncarz, Jinjin Zhao, Christine Kay [29] found out from a study that organizational mission, goals and direction, employee recognition, rewards and compensation reduce non-management employee turnover. Corporate culture, hiring and promotions, and training practices influence non-management employee retention. R. Dutta [10] identified some of the ways of reducing the incidence of employee turnover in private universities including the following; assuring high rewards for high performance, developing a learning and knowledge-sharing environment, achieving a stable work-life balance, and fostering management-employee relations.

### Methodology

A descriptive survey was used to collect data for this study. A structured questionnaire was adapted from the Minnesota Satisfaction Questionnaire and Index of Organisational Reactions Questionnaire. The population of this study consists of private universities in South-West, Nigeria. A total of a hundred and ten questionnaires were administered while ninety-four (94) were retrieved and the data collected in them were analysed using frequency count, simple percentage, t-test and ANOVA.

**Table 1.** Distribution of the respondents by gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	39.8	41.5	41.5
	Female	55	56.1	58.5	100.0
	Total	94	95.9	100.0	
Missing	System	4	4.1		
Total		98	100.0		

**Source:** self-elaboration.

In table 1 the male respondents are 39 (41.5%) while the female respondents are 55 (58.5%). This shows that the majority of the respondents are female.

**Table 2.** Distribution of respondents by university founder

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mission	56	57.1	59.6	59.6
	Private individual	35	35.7	37.2	96.8
	International organisation	1	1.0	1.1	97.9
	Others	2	2.0	2.1	100.0
	Total	94	95.9	100.0	
Missing	System	4	4.1		
Total		98	100.0		

**Source:** self-elaboration.

Table 2 shows that (59.6%) of the institutions were founded and funded by a religious group.

**Table 3.** Distribution of respondents by status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University Librarian	5	5.1	5.3	5.3
	Deputy University Librarian	3	3.1	3.2	8.5
	Principal Librarian	5	5.1	5.3	13.8
	Senior Librarian	6	6.1	6.4	20.2
	Librarian I	27	27.6	28.7	48.9
	Librarian II	45	45.9	47.9	96.8
	Assistant Librarian	3	3.1	3.2	100.0
	Total	94	95.9	100.0	
Missing	System	4	4.1		
Total		98	100.0		

**Source:** self-elaboration.

Table 3 shows that 5 (5.3%) of the respondents are University Librarians, 3 (3.2%) Deputy University Librarians, 5 (5.3%) Principal Librarians, 6 (6.4%) Senior Librarians, 27 (28.7%) Librarian I, 45 (47.9%) Librarian II and Assistant Librarians 3 (3.2%). The majority of the respondents are Librarian II cadre.

**Table 4.** Distribution of respondents by experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	66.3	69.1	69.1
	No	29	29.6	30.9	100.0
	Total	94	95.9	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Missing	System	4	4.1		
Total		98	100.0		

**Source:** self-elaboration.

This table shows that 65 (69.1%) of the respondents have gained some experience before joining the current institution while 29 (30.9%) are still very new in the profession.

**Table 5.** Librarians' turnover rate

Status	1-3	4-6	7-9	Total
University Librarian	4	0	1	5
Deputy University Librarian	2	0	0	2
Principal	4	0	0	4
Senior Librarian I	4	2	0	6
Librarian II	21	4	1	26
Assistant Librarian	35	8	0	43
Total	3	0	0	3
	73	14	2	89

**Source:** self-elaboration.

Turnover of librarians was higher among librarian I and II because professionals on these cadres are more mobile and seeking opportunities to improve their lives. Librarians at the upper rings of the ladder are less mobile because movement at this level is subject to vacancies and usually by appointments.

**Table 6.** Distribution of respondents by tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	18	18.4	19.1	19.1
	2-4 years	40	40.8	42.6	61.7
	5-7 years	21	21.4	22.3	84.0
	8-10 years	9	9.2	9.6	93.6
	11 years and above	6	6.1	6.4	100.0
	Total	94	95.9	100.0	
Missing	System	4	4.1		
Total		98	100.0		

**Source:** self-elaboration.

Table 6 shows that 19.1% of the participants have been working in their present library for less than 2 years, 42.6% have worked for 2–4 years, 22.3% ( 5–7 years),



9.6% (8–10 years) and 6.4% (11 years and above). This reveals that the majority of the participants have been in their respective institutions between 2–4 years.

Participants were requested to select from a list the reasons that influenced change of their jobs. Table 7 below shows their responses.

**Table 7.** Reasons for librarians' movement

Reasons	Numbers of respondents (N=94)	Percent
Fulfillment	31	33
Change of status	53	56.4
Dissatisfaction	28	30
Better facilities	33	35.1

**Source:** self-elaboration.

The need to change the status as the main reason for librarians changing their jobs was given by 53 (56.4%) respondents.

**Table 8.** Librarians' turnover in the last 5 years

University	Number of resignations			Total
	Less than 3	4-6	7-9	
Afe Babalola University	6	0	0	6
Babcock University	5	1	0	6
Bells University	7	1	1	9
Bowen University	12	0	0	12
Caleb University	4	0	0	4
Ajayi Crowther University	3	0	0	3
Lead City University	3	0	0	3
Covenant University	10	0	0	10
Crawford University	6	3	0	9
Fountain University	3	0	1	4
Joseph Ayo Babalola University	5	4	0	9
Adeleke University	5	1	0	6
Redeemer's University	4	4	0	8
Total	73	14	2	89

**Source:** self-elaboration.

Comparing the number of librarians in each of the libraries to the number that resigned in the last five years presented in table 8 shows that the rate of turnover of librarians was low because less than three librarians have resigned in the last five years from working in these institutions.

**H01:** Job satisfaction will not significantly affect organizational commitment of librarians

	N	Mean	R correlation	T	df	Sig.	Decision
Job Satisfaction	94	3.8319	0.611	7.622	93	0.000	Reject Null
Organisational Commitment		3.4574					

**Source:** self-elaboration.

As shown in the above table, the H01 is rejected because T is significant at  $<0.05$ . This implies that job satisfaction affects commitment of librarian to their organization. The correlation coefficient R is also significant and it shows that job satisfaction contributes about 61.1% effect on organizational commitment. This implies that there is a strong relationship between job satisfaction and organizational commitment.

**H02:** Effect of job satisfaction on staff turnover

	Mean	N	T	Df	Sig.	Dec
Job satisfaction Turnover	2.61461	94	31.798	94	0.000	Reject Null

**Source:** self-elaboration.

T-test shows that t is not significant at  $<0.05$ . This implies that job satisfaction significantly affects staff turnover.

## Discussion of findings

From the above findings, it could be deduced that there is significant relationship between job satisfaction and organizational commitment. The positive relationship is observed between the two variables as shown in table 6. The correlation coefficient R which is also significant shows that job satisfaction contribute about 61.1% effect on organizational commitment. Based on this fact it is reasonable to conclude that there is a strong relationship between job satisfaction and organizational commitment. This result agrees with Cote and Heslin [8] who reported that employees with higher level of job satisfaction are more committed to their jobs which lead to better work life balance and reduce stress level. The other result is also in line with the findings reported by John Meyer, Natalie Allen [27] and Fred Luthans [24]. They reported that satisfaction with salary, promotion, supervision, benefits, contingent rewards, recognition, nature of work, communication and relationship with co-workers etc. make librarians feel more emotionally attached and committed to an organization. Employees' behaviour and contribution to organizational effectiveness reduce turnover intention. Effectiveness of an employee is pre-determined by the level at which the employee is committed and satisfied to his or her organization which in a way reduces turnover intention.

The findings also indicated that job satisfaction significantly influences turnover intention. The correlation which exists between job satisfaction and turnover intention as shown in table 7 implies that job satisfaction significantly affects staff turnover at  $< 0.05$ . This also corresponds with Barak, Nissly and Levin [4] who reported that lack of job satisfaction has been identified as the main reason why employees leave their jobs. Satisfaction in terms of salary, promotion, career advancement etc. greatly reduces turnover rate in private universities. When employees are satisfied with their job, it brings the best contribution out of them. Salary satisfaction often results in the greater productivity and higher performance while pay salary dissatisfaction may bring about poor performance, lack of commitment, absenteeism and high rate of employees turnover which affects productivity. Failure to review salary as at when due, has detrimental impact on dissatisfaction with salary which can lead to higher turnover rate among employees. The fact that government establishments are more rewarded and secured cannot be ruled out. But employees still believe that a good evaluation system and performance tracking can be used to make decisions with regards to promotion. In the same vein, employees involved in making decisions have also the highest level of job satisfaction and the lower level of job stress than other employees.

Finally the findings of this study also revealed that organizational commitment is negatively correlated to employees turnover intentions. The level of organizational commitment is moderate as the findings revealed but notwithstanding and organisations need to improve their level commitment among its employees. Organisations can strengthen employees level of commitment by giving them opportunities for training, career advancement, social support good communication and cooperation among its employees. Some previous research findings [such as 6; 18; 27] reported that increased organizational commitment has been positively associated with individuals motives including intention to search for new jobs and thereby reducing turnover rate among librarians.

## **Conclusion and Recommendations**

The primary objective of the study was to examine the effect of job satisfaction and organizational commitment on the turnover intention among librarians in private universities South-West Nigeria. Based on the findings, it is concluded that satisfaction with salary, promotion, nature of work etc. plays significant role in reducing turnover rate. Therefore, organisations should take necessary measures for the optimal provision of other incentives to make their core workforce highly satisfied and committed in order to create a good working environment that encourages people to stay with their respective organisations. Library management needs to review existing salary practice and also foster positive co-workers relationships. What is more organizational commitment is equally associated with turnover intention. From the findings, it is pertinent that library management seeks the ways to increase the organizational commitment of their employees. It is important to note that this study covers only private universities in South-West Nigeria and may not be able to generalize its results to other State and Federal Universities in Nigeria. Comparatively this study can be conducted using larger population size in various Universities across Nigeria.

## References

1. ABASSI Sami M., HOLLMAN Kenneth W. *Turnover: the real bottom line. Public Personnel Management*. 2000, nr 3, s. 303-342. ISSN 0091-0260.
2. ADEYEMO D.A. *Relative influence of gender and working experience on job satisfaction of primary school teachers. The Primary School Educators*. 1997, nr 1, s. 86-89.
3. ARYEE Samuel, WYATT Thomas. *Antecedent of organizational commitment and turnover intentions among professional accountants in different employment settings in Singapore. Journal of Social Psychology*. 1991, nr 4, s. 545-556. ISSN 0022-4545.
4. BARAK Michal E., NISSLY Jan A., LEVIN Amy. *Antecedents to retention and turnover among child welfare, social work and other human service employees: What can we learn from past research? A review and metanalysis. Social Service Review*. 2001, vol. 75, nr 75, s. 625-661. ISSN 0037-7961.
5. BENSON George S. *Employee development, commitment and intention to turnover: A test of "employability" policies in action. Human Resource Management Journal*. 2006, nr 16, s. 173-192. ISSN 1748-8583.
6. BERGMANN Thomas J., LESTER Scott W., DE MEUSE Kenneth P., GRAHN Joyce L. *Integrating the three domains of employee commitment: an exploratory study. Journal of Applied Business Research*. 2000, nr 4, s. 15-26. ISSN 0892-7626.
7. BURD Barbara. *Work values of academic librarians: Exploring the relationships between values, Job Satisfaction, Commitment and Intent to leave. In Proceedings ACRL Eleventh National Conference*. Charlotte, North Carolina: American Library Association, 2003, s. 10-13. ISBN 9780838982266.
8. COTE S., HESLIN P. *Job Satisfaction and Organizational Commitment*. 2003.
9. DELIA George P.D. *The Determinants of job satisfaction among beginning librarians. Library Quarterly*. 1979, nr 3, s. 283-302. ISSN 0024-2519.
10. DUTTA R.D. *Organizational Coping and Organizational Commitment across Organizational Hierarchies in Heavy Engineering Organizations. Paper presented at the 5th International and 36th Indian Academy of Applied Psychology Conference*, University of Bangalore, 27-9 December, 1999.
11. GBEREVBIE Daniel E. *Staff Recruitment, Retention Strategies and Performance of Selected Public and Private Organizations in Nigeria* [Unpublished Ph.D Thesis]. Covenant University, Ota.
12. GHISELLI Edwin E. *Some perspectives for industrial psychology. American Psychologist*. 1974, nr 2, s. 80-87. ISSN 0003-066X.
13. HAMSHARI O.A.M. *Job satisfaction of professional librarians: A comparative study technical and public service department in academic libraries in Jordan. Dissertation Abstract International*. 1986, nr 46, s. 1-17.
14. HART Genevieve. *Job satisfaction in a South African Academic Library in Transition. The Journal of Academic Librarianship*. 2010, nr 1, s. 53-62. ISSN 0099-1333.
15. HORENSTEIN Bonnie. *Job satisfaction of academic librarians: An examination of the relationships between satisfaction, faculty status and participation. College & Research Libraries*. 1993, nr 3, s. 255-269. ISSN 0010-0870.
16. HUSELID Mark A. *The impact of human resources management practices on turnover, productivity and corporate financial performance. Academy of Management Journal*. 1995, nr 3, s. 635-672. ISSN 0001-4273.
17. JAMAL Muhammad. *Job stress, satisfaction and mental health: An empirical examination of self-employed and non-self-employed Canadians. Journal of Small Business Management*. 1997, nr 4, s. 48-57. ISSN 0047-2778.
18. JAMES Boles, MADUPALLI Ramana, BRIAN Rutherford, JOHN Andy W. *The relationship of facets of salesperson job satisfaction with affective organizational commitment. Journal of Business & Industrial Marketing*. 2007, nr 5, s. 311-321. ISSN 0885-8624.
19. KAYA Ebru. *Job satisfaction of librarians in the developing countries. In 61<sup>st</sup> IFLA General Conference Proceeding* [Dokument elektroniczny]. 1995. Tryb dostępu: <http://archive.ifla.org/IV/ifla61/61-kaye.htm>. Stan z dnia 20.10.2016.
20. KHAN Amjid, AHMED Shamshad. *Job satisfaction among librarians in the university of Khyber Pakhtunkhwa, Pakistan: a survey. Library Philosophy and Practice*. 2013, nr 906, s. 1-11. ISSN 1522-0222.

21. KINICKI Angelo J. *Toward a Greater Understanding of How Dissatisfaction Drives Employee Turnover. The Academy of Management Journal*. 2001, nr 44, s. 975–987. ISSN 0001-4273.
22. LOCK Peter, CRAWFORD John. *The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. Journal of Management Development*. 2004, nr 4, s. 321–338. ISSN 0262-1711.
23. LOQUERCIO D. *Attrition and Retention – A Summary on Current Literature*, downloaded from “People in Aid” 2006 [Dokument elektroniczny]. Tryb dostępu: <http://www.peopleinaid.org/>. Stan z dnia 10.12.2010.
24. LUTHANS Fred. *Organisational behavior*. 8<sup>th</sup> ed. Boston: Irwin McGraw-Hill, 1998. ISBN 007039184X.
25. MBAH Samuel Emeka, IKEMEFUNA C. O. *Job satisfaction and employees’ turnover intentions in Total Nigeria Plc. International Journal of Humanities and Social Science*. 2012, nr 14, s. 275–287. ISSN 2220-8488.
26. MCBEY Kenneth, KARAKOWSKY Leonard. *Examining Sources of influence on employee turnover in the part-time work context. Career Development International*. 2001, nr 1, s. 39–48. ISSN 1362-0436.
27. MEYER John P., ALLEN Natalie J. *Commitment in the workplace: Theory, research and application*. Canada: Sage Publications, 1997. ISBN 9780761901051.
28. MOBLEY William H., GRIFFETH Rodger W., HAND Herbert H., MEGLINO Bruce M. *Review and conceptual analysis of the employee turnover process. Psychological Bulletin*. 1979, nr 86, s. 493–522. ISSN 0033-2909.
29. MONCARZ Elisa, ZHAO Jinjin, KAY Christine. *An exploratory study of US lodging properties’ organizational practices on employee turnover and retention. International Journal of Contemporary Hospitality Management*. 2009, nr 4, s. 437–458. ISSN 0959-6119.
30. MOSER Klaus. *Commitment in organisations. Psychologies*. 1997, nr 4, s. 160–170.
31. NARIMAWATI S.E. *The influence of work satisfaction, organizational commitment and turnover intention towards the performance of lecturers at West Java’s Private Higher Education Institution. Journal of Allied Science Research*. 2007, nr 7, s. 549–557.
32. OKPARA John O. *Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. Information Technology & People*. 2004, nr 3, s. 327–338. ISSN 0959-3845.
33. OLORUNSOLA Richard, BAMIJOKO S. B. *Recruitment and retention of librarians in private universities in Nigeria: The hurdles ahead. Middle belt journal of library and information science*. 2005, nr 1 s. 9–15. ISSN 1596-1595.
34. OSAGBEMI Titus. *How satisfied are academics with their primary task of teaching research and administration and management. International Sustainable in Higher Education*. 2000, nr 2, s. 124–136. ISSN 1467-6370.
35. PARASURAMAN Saroj. *Predicting Turnover Intentions and Turnover Behavior: A Multivariate Analysis. Journal of Vocational Behavior*. 1982, nr 21, s. 111–121. ISSN 0001-8791.
36. PRINCE James L. *The study of turnover*. Iowa: Iowa State University Press, 1977.
37. PRINCE James L., MUELLER Charles W. *A casual model of turnover for nurses. Academy of Management Journal*. 1981, nr 24, s. 543–565. ISSN 0001-4273.
38. SAIFUDDIN A.R., HONGKRAILERT N., SERMSRI S. *Job Satisfaction among nurses in Aceh Timer district Nanggroe Aceh Darussalam province Indonesia. Journal of Public Health Development*. 2008, nr 6, s. 153–161.
39. SHORE Lynn McFarlane, MARTIN Harry J. *Job satisfaction and organizational commitment in relation to work performance and turnover intentions. Human Relations*. 1989, nr 7, s. 625–638. ISSN 0018-7267.
40. STEER Richard M. *Antecedents and outcomes of organizational commitment. Administrative Science Quarterly*. 1977, nr 22, s. 46–56. ISSN 0001-8392.
41. STOVEL Meaghan, BONTIS Nick. *Voluntary turnover: Knowledge management – friend or foe? Journal of Intellectual Capital*. 2002, nr 3, s. 303–322. ISSN 1469-1930.
42. STRAUSS George, SAYLES Leonard R. *Personnel: The Human Problems of Management*. Englewood Cliff: Prentice Hall, 1980. ISBN 0136578098.
43. TELLA Adeyinka, AYENI C.O., POPOOLA S.O. *Work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. Library Philosophy and Practice*. 2007, nr 118, s. 1–16. ISSN 1522-0222.

44. WELLMAKER R.B. *The relations of perceived management system and job satisfaction of public librarians. Dissertation Abstracts International.* 1985, nr 45, s. 33–45.
45. WU Jian, LIU Anita. *A Study of the Relationship between Manager's Leadership Style and organizational Commitment in Taiwan's International Tourist Hotels. Asian Journal of Management and Humanity Sciences.* 2006, nr 3, s. 434–452. ISSN 1994-3202.