

**Determinants of turnover intentions of librarians at the city of Johannesburg libraries:
implications on provision of library services**

by

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ABSTRACT

Organisations are confronted with the challenges of managing, controlling and putting in place retention strategies to mitigate against high turnover intention. This is also the case with public libraries. The purpose of this study was to investigate the determinants of the turnover intention of public librarians at the City of Johannesburg Libraries (COJLIS) in the Gauteng province of South Africa, with a view to developing a retention strategy. Turnover intention can bring devastation to the organisation and can also lead to negative consequences such as decreased morale and productivity, shortage of skilled and qualified librarians, direct and indirect costs to library organisation and loss of knowledge. This quantitative research study utilised the conceptual framework to investigate demographic, personal and organisational factors influencing turnover intentions of librarians.

The conceptual framework for the present study incorporated aspects of a theory or theories, concepts from the literature, personal experiences, knowledge of the context and models. The aspects of theory or theories and concepts from the literature on employee turnover “content” and “process” models such as Mobley (1977), Jerome (2017), Nair, Mee & Cheik (2016), Perez (2008), Spector (2005), Spector (1997), Price and Mueller (2000) and Price (2001) were modified to suit this study for public librarians at COJLIS. Mobley’s (1977) turnover process model was germane to this study, as it theorises a linear sequence consisting of the following: “*dissatisfaction, thoughts of quitting, evaluation of subjective expected utility of job search and costs of quitting, search intentions, evaluation of alternatives, comparison of alternatives and present job, intentions to quit and quitting*”.

The constituents of the conceptual framework are *demographics factors* (age, tenure and job designation level), *personal factors* (job satisfaction and organisational commitment) and *organisational factors* (payment and fringe benefits, location of workplace, working environment: flexi working hours, perceived alternative employment opportunity, promotion and recognition, personal interaction, supervision and leadership, training and opportunity to utilise skills) as well as *turnover intention*.

This study employed the census method and adopted the cross-sectional survey design method to collect data from 174 librarians working in 89 public libraries and three support sections at COJLIS. Data collection involved the use of a closed-ended questionnaire, as well as analysis

documents such as strategic plans and human resource policies. Quantitative data were analysed using the Statistical Packages for Social Sciences (SPSS) according to the objectives of the study. The researcher conducted a linear regression test to find the instance of correlation between personal and organisational variables, and librarians' intention to leave their workplace.

The findings revealed that demographic determinants (age, tenure and job designation level) are significantly related to turnover intention. Tenure was a highly significant predictor of turnover intention. The major findings to this study were a negative and significant relationship between payment and fringe benefits, working environment: flexi working hours (work-life balance) promotion and recognition towards turnover intention. The study concludes that COLIS may be able to reduce turnover intention through the improvement of factors such as payment and fringe benefit, working environment: flexi working hours (work-life balance) promotion and recognition which would lead to increased job satisfaction and organisational commitment.

It is recommended that in order to mitigate turnover intention and increase retention, the talent retention policy, strategy and initiatives should be developed which could incorporate the variables (e.g. payment and fringe benefits, promotion and recognition and training to develop and utilise new skills) of the suggested conceptual talent retention model for COJLIS. A further study to validate a newly developed retention model in COJLIS is recommended.

Key words: employee turnover, turnover intention, organisational commitment, job satisfaction, talent retention

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DEDICATION

This dissertation is dedicated in loving memory of my late grandfather, Solomon Makhudu “Ngwana” Masenya (1924-1998), my grandmother, Marriet “Marumo” Masenya and my mother, Esther “Mogaleadi” Masenya who during difficult times believed in me when I enrolled for my first degree even though there were insufficient financial resources. Reaching this level of study would have remained a dream forever, if it was not due to your tireless sacrifices and effort, and your value of education.

DECLARATION

Student number: 48236322

I declare that **Determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa: implications on provision of library services**, is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Selatswa Johannes Masenya

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06 December 2019

Date

TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENTS	iii
DEDICATION	v
DECLARATION	vi
TABLE OF FIGURES	xii
LIST OF TABLES	xiii
LIST OF ABBREVIATIONS	xv
CHAPTER ONE	1
INTRODUCTION: SETTING THE SCENE	1
1.1 Introduction and background to the study	1
1.1.1 Contextual setting	3
1.2 Statement of the problem	6
1.3 Purpose and objectives of the study	9
1.4 Significance and justification of the study	10
1.5 Scope and delimitations of the study	11
1.6 Definitions of key terms	12
1.6.1 Employee turnover	12
1.6.2 Turnover intention	13
1.6.3 Organisational commitment	13
1.6.4 Job satisfaction	13
1.6.5 Talent retention	14
1.7 Literature review	14
1.8 Research methodology	15
1.9 Ethical considerations	16
1.10 Organisation of the dissertation	17
1.11 Summary	18
CHAPTER TWO	20
LITERATURE REVIEW: DETERMINANTS OF TURNOVER INTENTION	20
2.1 Introduction	20
2.2 Employee turnover intention	21
2.3 Demographic determinants influencing turnover intention	25

2.3.1 Age.....	25
2.3.2 Tenure.....	26
2.3.3 Job designation level	27
2.4 Personal determinants influencing turnover intention	27
2.4.1 Job satisfaction	27
2.4.2 Organisational commitment	30
2.5 Organisational determinants influencing turnover intention.....	32
2.5.1 Payment and fringe benefits	32
2.5.2 Location of workplace	33
2.5.3 Working environment: Flexi working hours (work-life balance)	34
2.5.4 Perceived alternative employment opportunity	35
2.5.5 Promotion and recognition	36
2.5.6 Personal interactions.....	37
2.5.7 Supervision and leadership.....	38
2.5.8 Training to develop and utilise new skills	41
2.6 Implications of turnover intentions for the provision of library services.....	41
2.6.1 Loss of knowledge and knowledge transfer challenges	41
2.6.2 Decreasing morale and productivity.....	43
2.6.3 Disruption of library organisational operations.....	45
2.6.4 Decreasing customer service and quality of library service	48
2.6.5 Shortage of skilled and qualified librarians	50
2.6.6 Direct and indirect costs on library organisation.....	52
2.7 Talent retention strategies in public libraries	53
2.7.1 Mentorship programmes and succession planning.....	54
2.7.2 Career management, developmental opportunities and skills training.....	55
2.7.3 Job enrichment.....	58
2.7.4 Fair and merit-based compensation and benefits	60
2.7.5 Supervisor/management support	61
2.7.6 Work-life balance policies.....	62
2.8 Relationship between demographic, personal, organisational determinants, and turnover intention among librarians.....	63
2.8.1 Relationship between demographic determinants and turnover intention among librarians	63

2.8.2 Relationship between personal determinants and turnover intention among librarians	64
2.8.3 Relationship between organisational determinants and turnover intention among librarians	65
2.9 Conceptual framework	66
2.10 Summary.....	70
CHAPTER THREE	72
RESEARCH DESIGN AND METHODOLOGY	72
3.1 Introduction	72
3.2 Research paradigms.....	74
3.3 Research approaches	76
3.4 Research design.....	79
3.4.1 Survey research design	81
3.4.2 Mail survey response improvement.....	83
3.4.3 Target population.....	84
3.4.4 Census.....	85
3.5 Data collection tools.....	86
3.5.1 Questionnaires	87
3.6 Pre-testing of data collection tools	91
3.7 Data analysis	92
3.7.1 Variables.....	93
3.8 Reliability and validity	96
3.8.1 Reliability	98
3.8.2 Validity	100
3.9 Ethical considerations	101
3.10 Evaluation of the research	103
3.11 Summary	104
CHAPTER FOUR.....	105
DATA PRESENTATION AND ANALYSIS	105
4.1 Introduction	105
4.1.1 Response rate and demographics of the respondents	105
4.2 Normality descriptive.....	107
4.3 Data presentation.....	111
4.3.1 Descriptive and correlation analysis.....	112

4.3.2 Demographic, organisational and personal determinants influencing turnover intentions of librarians	112
4.3.3 Relationship between demographic, personal, organisational determinants, and turnover intentions	134
4.3.4 Implications of turnover intentions for the provision of library services	138
4.3.5 Talent retention strategy for libraries in the COJLIS	140
4.3.6 The overall mean scores for the determinants of turnover intentions	142
Payment and fringe benefits	142
Promotion and recognition	142
Training to develop and utilise new skills	142
4.4 Correlation analysis of the constructs	143
4.4.1 Linear regression	144
4.4.2 Chi-square test analysis	146
4.5 Summary	148
CHAPTER FIVE	150
INTERPRETATION AND DISCUSSION OF RESEARCH FINDINGS.....	150
5.1 Introduction	150
5.2 Discussion in respect of the objectives of the research study	151
5.2.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians	151
5.2.2 Relationship between demographic, personal, organisational determinants, and turnover intentions	162
5.3 Implications of turnover intentions on the provision of library services	169
5.4 Talent retention strategies in public libraries	173
5.5 Summary	176
CHAPTER SIX.....	178
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	178
6.1 Introduction	178
6.2 Summary of findings.....	178
6.2.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians	178
6.2.2 Relationship between demographic, organisational and personal determinants influencing turnover intentions of librarians.	180
6.2.3 Implications of turnover intentions on the provision of library services.....	182
6.2.4 Talent retention strategies in public libraries	183

6.3 Conclusions on the determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa.....	183
6.3.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians at COJLIS	184
6.3.2 Relationship between demographic, organisational and personal determinants and turnover intentions	186
6.3.3 Implications of turnover intentions on the provision of library services.....	188
6.3.4 Talent retention strategies in public libraries	189
6.3.5 Talent retention model for librarians at COJLIS	190
6.4 Recommendations on the determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa.....	191
6.4.1 Determine and establish a causal relationship between demographic, organisational and personal determinants, and turnover intentions	191
6.4.2 Determine the implications of turnover intentions to the provision of library services	194
6.4.3 Propose a talent retention strategy for libraries in the COJLIS	195
6.5 Proposed talent retention model for librarians at COJLIS	195
6.5.1 Application of the talent retention model	199
6.6 Recommendations for future research.....	202
6.7 Implications on theory and practice	202
6.8 Conclusion.....	203
References	205
ANNEXURE A- QUESTIONNAIRE	242
ANNEXURE B- ETHICAL CLEARANCE.....	260
ANNEXURE C- LETTER OF PERMISSION	263
ANNEXURE D- INTRODUCTORY LETTER	264
ANNEXURE E- INFORMED CONSENT FORM	265

TABLE OF FIGURES

Figure 1-1: Public libraries of the City of Johannesburg (City of Johannesburg Planning Development 2018).....	4
Figure 2-1: Intermediate linkages model (Mobley 1977:123).....	244
Figure.2-2: Conceptual framework (Researcher 2019)	70
Figure 3-1: Research methodology road map for the present study	74
Figure 6-1: Proposed talent retention model for librarians at COJLIS	1979

LIST OF TABLES

Table 1-1: Illustration of the relationship between research objectives, research questions, target population and data collection instruments	9
Table 3-1: Differences between positivism, interpretivism and pragmatism paradigms.....	75
Table 3-2: Features of qualitative, quantitative and mixed methods research.....	78
Table 3-3: Common research designs/ techniques.....	81
Table 3-4: Forms of survey fatigue.....	84
Table 3-5: Breakdown of population per post level.....	86
Table 3-6: Five (5) point Likert scale.....	88
Table 3-7: Advantages and disadvantages of the questionnaire	88
Table 3-8: Advantages and disadvantages of open-ended and closed questions.....	91
Table 3-9: Categories of variable and descriptions.....	95
Table 3-10: Types of statistical analyses procedures and purposes.....	96
Table 3-11: Reliability statistics of the questionnaire.....	100
Table 3-12: Cronbach's Alpha reliability of the constructs	100
Table 4-1: Age of a sample	106
Table 4-2: Job designation of a sample.....	106
Table 4-3: Length of service of a sample.....	107
Table 4-4: Normal descriptives.....	108
Table 4-5: Tests of normality.....	111
Table 4-6: Mean scores*Turnover intentions and Demographic information.....	113
Table 4-7: Turnover intentions * Age.....	114
Table 4-8: TOI * Tenure	114
Table 4-9: TOI * Job designation	115
Table 4-10: Organisational and personal descriptive construct analysis (PFB)	117
Table 4-11: Organisational and personal descriptive construct analysis (LOW)	119
Table 4-12: Organisational and personal descriptive construct analysis (WEF).....	120
Table 4-13: Organisational and personal descriptive construct analysis (PAEO).....	121
Table 4-14: Organisational and personal descriptive construct analysis (PR)	123
Table 4-15: Organisational and personal descriptive construct analysis (PI).....	124
Table 4-16: Organisational and personal descriptive construct analysis (SUPE).....	125
Table 4-17: Organisational and personal descriptive construct analysis (LEAD).....	127
Table 4-18: Organisational and personal descriptive construct analysis (TDUNS)	129
Table 4-19: Organisational and personal descriptive construct analysis (JS).....	130
Table 4-20: Organisational and personal descriptive construct analysis (OC).....	132
Table 4-21: Correlation of turnover intentions	136
Table 4-22: Implication of turnover intentions construct	139
Table 4-23: Talent retention in public libraries construct.....	141
Table 4-24: Average mean scores for OPD constructs and turnover intention	142
Table 4-25: Pearson's correlation coefficient for all construct items	143
Table 4-26: Linear model summary.....	144

Table 4-27: Anova analysis	145
Table 4-28: Coefficients analysis.....	146
Table 4-29: Chi-squared case processing summary.....	147
Table 4-30: ITI and OPD Chi-squared tests	147
Table 4-31: OPD and TRL chi-squared tests	148

LIST OF ABBREVIATIONS

ABET:	Adult Basic Education and Training
ANOVA:	Analysis of Variance
CoJ:	City of Johannesburg
CDP:	Career Development Plans
CIPD:	Chartered Institute of Personnel and Development
COJLIS:	City of Johannesburg Libraries
COJMM:	City of Johannesburg Metropolitan Municipality
DAC:	Department of Arts and Culture
HSRC:	Human Sciences Research Council
ICTs:	Information and Communication Technologies
IFLA:	International Federation of Library Association
ILP:	Individual Learning Plans
ITI:	Implications of Turnover Intention
JCM:	Job Characteristics Model
JDS:	Job Diagnostic Survey
JS:	Job Satisfaction
JSS:	Job Satisfaction Survey
LEAD:	Leadership
LOW:	Location of Workplace
M:	Mean
OC:	Organisational Commitment
OCBs:	Organisational Citizenship Behaviours
OPD:	Organisational and Personal Determinants
PAEO:	Perceived Alternative Employment Opportunity
PFB:	Payment and Fringe Benefits
PI:	Personal Interactions
SD:	Standard Deviation
SPSS:	Statistical Packages for Social Sciences
SUPE:	Supervision
TASK:	Tuned Assessment of Skills and Knowledge
TDUNS:	Training to Develop and Utilise Skills
TRL:	Talent Retention in Libraries

UNISA: University of South Africa

WEF: Working Environment and Flexible working hours

CHAPTER ONE

INTRODUCTION: SETTING THE SCENE

1.1 Introduction and background to the study

Employee turnover intention is a negative matter for the productivity of organisations, including public libraries. High turnover can bring devastation to the organisation and can also lead to negative consequences for the library organisation, co-workers and library customers in the form of both direct (i.e. expenses on recruitment, selection, training of new employees) and indirect costs (i.e. the collapse of social capital, great loss of human capital, stress on the existing workers, spending on education, reduced organisational contributions) (Al Mamun & Hasan 2017:63; Belete 2018; Hom, Lee, Shaw & Hausknecht 2017; Óskarsdóttir 2015:9; Taskiran 2017). Furthermore, areas of work within the public libraries which require experience to perform the job will be hit the hardest by a higher turnover intention. For instance, high turnover is disruptive to eLearning programmes, cataloguing, budgeting and strategic planning functions, and result in low productivity and demoralising of the remaining workforce (Allen, Bryant & Vardaman 2010; Masemola 2011:35; Schlechter, Syce & Bussin 2016:2). This, in turn, can result in the regression of library services, incomplete transformation projects putting the library service within the overall programme at risk, low commitment to the library organisation, low performance, depletion of the library's intellectual capital and interruptions in normal library operations (Adams 2018:24; Fourie & Meyer 2016:423).

As articulated in the City's Library and Information Services Strategic Plan (2018:3), some of the strategic objectives include: developing and managing collections based on community needs and bridging the digital divide, increasing access by extending library operating and social cohesion, and using library services in furthering the objectives of the city. Literature review made it clear that skilled library personnel are crucial for the goal of libraries to provide information.

According to Hom, Mitchell, Lee and Griffeth (2012:831), "everyone eventually leaves, and no librarian stays with the library organisation forever". Unfortunately, staff turnover hurts employees, employers and library customers. The employee turnover has a huge negative impact on the quality of service delivery of organisations in the public sector and specifically

in local government departments (Obulutsa 2016:4; Ramogale 2016; Ramzan & Riaz, 2013). Researchers report that minimising turnover in an organisation such as a public library can improve organisational performance and reduce costs associated with hiring and training a replacement (O'Connor 2018).

It is critical for library management to identify and manage librarians' turnover intentions and the key determinants that are associated with turnover intentions to ensure that adequate, sufficient, experienced, motivated and loyal public servants such as librarians are available to ensure that local government departments, including libraries, provide excellent and quality library services to the community.

Based on the literature, more concealed costs related to the turnover intention comprise unfulfilled deadlines, loss of library knowledge, and an unfortunate perception of the library services by their customers (Dhanraj & Parumasur 2014; Johennesse & Chou 2017). Therefore, if the library organisation does not prudently manage the turnover of the librarians, problems such as understaffing and poorly qualified employees with too little experience to deliver quality library services such as reference services may be a result (Landry 2000:166). Employees who are efficient and loyal are of the utmost importance for a library organisation, and it is also where problems of inconsistency occur most because employees have to be satisfied with their job and conditions to stay with the organisation. (Basak, Ekmekci, Byram & Bas 2013; Yamazakia & Petchdee 2015:23).

There are almost permanent problems of librarians who leave the employ of the City of Johannesburg libraries (COJLIS). When highly skilled employees, including librarians, leave an organisation, it may disrupt the proper functioning of the organisation and may delay or hinder the implementation of certain programmes and projects, and lead to poor service delivery and administration. The management of income may also be hampered (Bothma & Roodt 2013; Daghfous, Belkhodja & Angell 2013:640; Oosthuizen, Coetzee & Munro 2016:451; PricewaterhouseCooper Inc. 2015:23). Albaqami (2016:38) reports that employee turnover has huge financial implications for organisations, and even more so in roles at lower pay bands where turnover is always the highest in an organisation. Librarians decide to willingly leave an organisation for countless reasons, including poor compensation, poor performance appraisal, lack of job satisfaction, no scope to advance in their career, poor working conditions and lack of autonomy (Ngo-Henha 2017:2739). Hence, it is important that

organisations should keep abreast of their employees' turnover intention and take steps to rectify any problems that might lead to the employees leaving rather than facing the problems after the librarians have already left the organisation. This study intends to investigate the determinants of turnover intentions of librarians at the COJLIS in South Africa and its implications on access to library services.

The turnover intention of librarians is a trend that needs to be examined in COJLIS. Factors that increase turnover intentions of librarians are connected to their career development such as training, promotion, payment of salaries and fringe benefits (Omeluzor 2018). This study is anchored on Mobley's model which theorises a linear sequence consisting of the following: *“dissatisfaction, thoughts of quitting, evaluation of the subjective expected utility of job search and costs of quitting, search intentions, evaluation of alternatives, comparison of alternatives and present job, quit intentions and quits”* (Hom *et al* 2017:7). There is no universally approved conceptual framework that includes important reasons, factors and variables that influence the turnover process. Therefore, the turnover intention or turnover process is complex to assess and understand (Albaqami 2016:58). Therefore, the conceptual framework was proposed to study determinants influencing the turnover intention of public librarians.

The findings may possibly inform library management and human resources practitioners to understand the turnover intention issue and make sure they write and institute policies that would lead to employee retention. In view of this, this study seeks to examine determinants influencing turnover intentions of librarians at COJLIS.

1.1.1 Contextual setting

The City of Johannesburg Metropolitan Municipality (COJMM) is located in the Gauteng province of South Africa and serves a total of 4.9 million people (StatsSA Community Survey 2016). The current population makes it the biggest metro by population size in South Africa. The City of Johannesburg Library and Information Services (COJLIS) forms part of community development under the city's Human and Social Development Cluster. COJLIS is expected to contribute programmes that address some of the cluster's mandates such illiteracy, lack of information literacy skills, increasing digital citizenry in the 4th industrial revolution era by bridging the digital divide, implementing eLearning programmes (City's smart city's strategy) and inequality with regard to library service provision (Mpendulo & Ramela 2018:4).

The Library and Information Services is one of the directorates of the Community Development Department in the City of Johannesburg (CoJ) which oversees and manages 89 public libraries and three support sections responsible for delivering library services to its 4.9 million residents. It is important to note that it was only in the 1970s that the Johannesburg Public Library opened their doors to black users (Issak 2000; Mhlongo 2018: 24).

In the 2006/07 financial year, the CoJ restructured into seven regions, namely: Region A-G, including the Johannesburg City Library, which became part of Region F to ensure equitable levels of access to public library services and resources in compliance with the minimum norms and standards for public libraries in the CoJ (Johannesburg City Library 2012). Figure 1.1 presents the map of the City of Johannesburg Libraries.

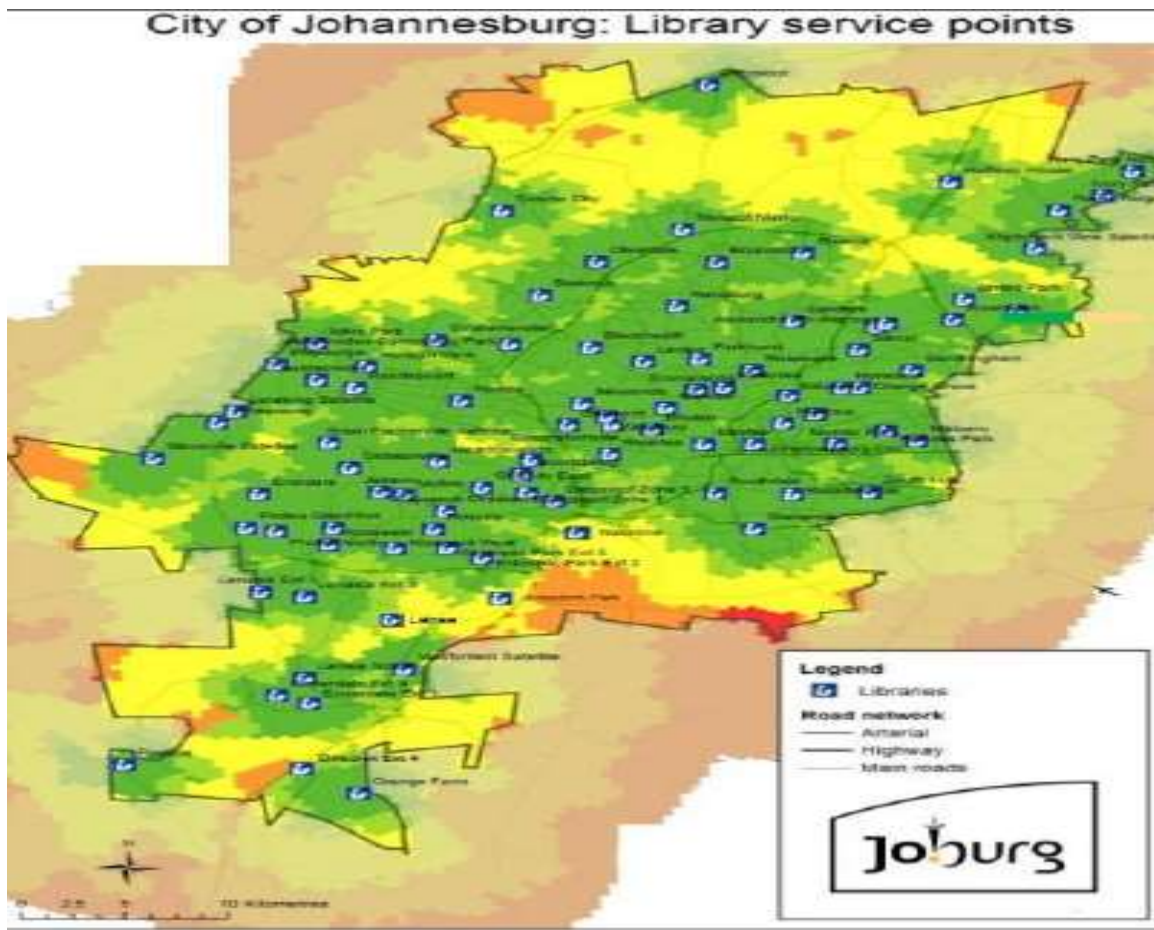


Figure 1-1: Public libraries of the City of Johannesburg (City of Johannesburg Planning Development 2018)

According to the COJLIS skills audit of professional staff report (2017:1), the COJLIS directorate staff structure has 284 positions for professional librarians ranging from librarians to director position to deliver library services and implement library programmes. Of these librarian positions, 165 are filled, and 119 positions (41.9% vacancy rate) are vacant. The intention is to comply with the minimum quantitative standard for staffing to ensure that library users are assisted by competent, committed and well-trained librarians in order to provide and further development of quality library services.

The majority of the city's population are young, and third of its residents are under 35 years of age, and 7% of the population of Johannesburg are illiterate (COJMM-Integrated Development Plan 2017/18:10). The mandate of the city's public libraries is to be "street corner universities" of knowledge, information and education, and technological centres for the community (Mpendulo 2017:2). The COJLIS vision is a network of vibrant/dynamic public libraries that are accessible spaces of choice to all communities for information, knowledge, learning and recreational activities.

These vibrant public libraries have a huge impact on the educational landscape of the country from Early Childhood Development (ECD) to Adult Basic Education and Training (ABET) in fighting illiteracy at primary, secondary and tertiary levels. Furthermore, there is a provision of an eLearning programme, which refers to people from around the world being able to access the internet in libraries in cities. This internet access is aimed at educating the public in the use of technology and electronic information, such as e-government and e-commerce initiatives (COJMM- Integrated Development Plan 2017/18:100).

The Johannesburg City Library's shelves are largely empty because of the acute shortage of cataloguers and its failure to attract more young graduates (Mabaso 2015). Ten (10) of the city's regional libraries, which include Jabavu, Sandton, Orange Farm, Ennerdale, Ivory Park North, Florida, Protea North, Randburg, Yeoville, Diepsloot and Johannesburg City Library, are open on Saturdays from 09h00 to 17h00. These libraries used to close at 13h00 on Saturdays before the extended operating hours were implemented as from 1 July 2017.

The aim of extending these operational hours was to make services and libraries accessible to those at work or school when libraries were open (COJMM-Community Development News 2017:4-5). According to Moloto (2019), 11 of the City of Johannesburg's public libraries are extending library operating to Sundays in order to ensure that members of the public have access to much-needed basic library services as and when they need them.

Johannesburg City Library workers locked the public out in an attempt to air their complaints about being forced to work on Saturdays without extra pay due to the extended operating hours; they were also not prepared to take a day off. The temporary Johannesburg City Library shutdown left many library users frustrated (Mashaba 2018). Based on the 2017-18 annual statistical reports, the COJLIS has a total of 284 803 registered library customers. In addition, circulation statistics amount to 11.6 million, and the library organisation holds stock of 23.4 million, which is supplemented by a digital and electronic collection which is still expanding.

1.2 Statement of the problem

In the public library sector, the demand on librarians to deliver library services and implement programmes is exacerbated by the turnover, "retirement swell" and retention problems, and the lack of empirical evidence and measurements to diagnose these influencing turnover factors has remained limited (Theron, Barkhuizen & Du Plessis 2014:1). According to the COJLIS skills audit of professional staff report (2017) and Mpendulo (2017), the trend of losing qualified, experienced and productive librarians in COJLIS to other local, provincial and national departments seems to be constant.

In line with South African Local Government Bargaining Council's Main Collective Agreement 2015-2020, city's conditions of service (2006), city's career development policy (2012), city's performance management system (2012) and employee mobility policy framework (2014), librarians receive fair compensation, fringe benefits (e.g. encashment of annual leave and 13th bonus cheques), subsidised education (including study and examination leave), medical aid benefits and life policy, home owner's allowance, mentoring programme, secondment, non-financial reward leave. However, it seems that these human resource interventions are not effective in reducing a high level of turnover among the librarians.

This research study investigates personal *demographics factors* (age, tenure and job designation level), *personal factors* (job satisfaction and organisational commitment) and *organisational factors* (payment and fringe benefits, location of workplace, working environment: flexi working hours, perceived alternative employment opportunity, promotion and recognition, personal interaction, supervision and leadership, training and opportunity to utilise skills) influencing turnover intention of librarians in COJLIS.

However, limited literature studies have investigated these determinants influencing turnover intention among librarians in public libraries. The little empirical research focusing on turnover intention in developing countries, particularly in South African context are mostly limited to academic libraries (Albaqami 2016; Ergado and Gojeh 2015; Masemola 2011; Millard 2003; Nyamubarwa 2013). Most of these studies (Hart 2014; Mila 2011, Ramogale 2016) in the academic libraries and public sector explored the relationship between job satisfaction, organisational commitment, organisational factors (e.g. *payment and fringe benefits, supervision, leadership, promotion and recognition*), and turnover intention among employees including library staff. Therefore, these studies have not investigated demographic variables and certain organisational factors covered in this research study. The significance of this study is to provide turnover knowledge to the library leaders to be able to decrease turnover intention and turnover related costs, as well as improving the library service and productivity among librarians. Additionally, this study contributes most to the body of knowledge because it creates a theoretical model to assist libraries to retain their employees.

When employees leave their employer voluntarily it has some influence on the organisation and the group with which the employee was working, which include impalpable and psychological influences; decrease in skills, experience and knowledge; delivery of services is disrupted and the group's productivity decreases; the morale of the staff lowers and vacancies place stress on the workers that remain behind (Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed & Tariq 2015; Nasurdin, Tan & Khan 2018:24; Pinkowitz, Moskal & Green 2009; Theron *et al.* 2014).

According to Dhanpat, Modau, Lungisani, Mabojane and Phiri (2018:1), organisations such as public libraries are always facing the problem of a considerable amount of employee turnover and find it problematic to retain their qualified staff. A high level of turnover of librarians and a lack of effective retention strategies may put library services on in a position where they

would find it difficult to be sustainable, and the library organisation may be unable to support service delivery due to inadequate skills and shortage of experts (Ngoepe & Jiyane 2015:69). Nasurdin *et al* (2018:23) postulate that the scarcity of professionals, and particularly librarians, in most organisations is highlighted as one of the biggest challenges to achieving organisational efficiency and effectiveness. Hence, library managers need to explore antecedents leading to turnover and retain qualified and competent librarians to minimize the threat it poses to the library organisation.

This is exacerbated by “underfunded mandate” or “unfunded mandate” for the provision of community library services by local government (CoJ) and therefore “exercise the functions which are not legally theirs” (Library and Information Services Transformation Charter 2014:53). Based on the review of provincial spending on public libraries, it was found that most provinces run their libraries from funds received in conditional grants due to poor budgeting for libraries (Department of Arts and Culture (DAC) 2013). The perturbing implication of this is that previously disadvantaged communities may continue to suffer in terms of public library provision, particularly with regard to the lack of professional librarians to drive transformation and development agenda.

In view of these circumstances, “lack of well-trained staff”, especially librarians, caused by job-hopping or turnover, hinders libraries from rendering their services effectively, for example, reading development programmes. This scenario militates against their mandate – “street corner universities” of knowledge, information and education, and technological centres for the community to access the internet free of charge or with minimal charges in order to bridge the digital divide (Fourie & Meyer 2016:423; Hart 2016:2; Mojapelo 2017:7; Salman, Mugwisi & Mostert 2017:3).

The above gives a firm validation to perform research into the turnover intention of public librarians in order to generate knowledge to develop a retention strategy, and for the library organisation not to rely on theorized turnover preventive measures. Lastly, the research has not been conducted widely or extensively covering these specific demographic, personal and organisational determinants influencing turnover intentions of public librarians, and its implications on the provision of library services at COJLLIS and other public libraries in South Africa.

1.3 Purpose and objectives of the study

According to Creswell (2013:134), a purpose statement is the biggest factor driving and guiding the study. Therefore, the purpose of this study is to investigate the determinants of the turnover intention of public librarians at the City of Johannesburg Libraries with a view to developing a retention strategy. In view of the purpose, the specific objectives are to:

- determine demographic, organisational and personal determinants influencing turnover intentions of librarians.
- establish a causal relationship between demographic, personal and organisational determinants, and turnover intentions.
- determine the implications of turnover intentions to the provision of library services.
- propose a talent retention strategy for libraries in the COJLIS.

Table 1-1: Illustration of the relationship between research objectives, research questions, target population and data collection instruments

Research objective	Research question	Target population	Data collection instruments
To determine demographic, personal and organisational determinants influencing turnover intentions of librarians	What are demographic, personal and organisational determinants influencing turnover intentions of librarians?	All librarians with a minimum of six months' experience	Document analysis (e.g. accredited journals, published books) Survey questionnaire
To establish a causal relationship between demographic, personal, organisational determinants, and turnover intentions	What is the relationship between demographic, personal, organisational determinants, and turnover intentions?	Librarians	Document analysis (accredited journals) Survey questionnaire

Research objective	Research question	Target population	Data collection instruments
To determine the implications of turnover intentions to the provision of library services	How will turnover intentions affect the provision of quality library services?	Librarians	Document analysis Survey questionnaire
To propose a talent retention strategy for libraries in the COJLIS	What are the talent retention strategies for public libraries in the CoJ?	Librarians	Data analysis and interpretation (survey questionnaires)

1.4 Significance and justification of the study

According to Marshall and Rossman (2006), the importance of the study gives the researcher the chance to give reasons for why the study should be performed. As buttressed by De Vos, Strydom, Fouche and Delport (2011:107), the study must be beneficial for the intended target population, the relevancy of the practice and policy arenas should discover usefulness and meaning in the study and contribute methodologically and theoretically to knowledge.

As far as the researcher knows, there is a paucity of studies and documented evidence measuring the impact of the demographic variables, personal variables, organisational variables, turnover intentions, and the development of a talent retention model of librarians at COJLIS. Many challenges that public libraries face are staff turnover related, therefore, at the personal or library professional levels, this study presented librarians with an opportunity to express their feelings, attitudes and opinions, and to share experiences on the influencing factors that impact negatively on job satisfaction and organisational commitment which are likely to increase turnover intention and are strongly associated with voluntary turnover. Furthermore, the public librarians provided inputs, and helpful insights into factors which may enhance organisational commitment and job satisfaction as both voluntary and involuntary turnover defeat the aim of gaining and sustaining high-quality library human capital and capable workforce (Albaqami 2016:74).

At the organisational level, the recommendations of this study have the potential to assist senior library management, human resource practitioners and policy-makers to develop and design comprehensive approaches or identify which areas may be strengthened or improved, including appropriate work environment retention strategies in order to proactively manage employee turnover intentions. This would be achieved through a proper prognostic identification or understanding of the relationship between demographic, personal and organisational variables and turnover intention. It is not good for the library organisation to lose its valued or experienced employees as it affects the implementation and achievements of library goals. The costs related to replacing experienced, talented and skilled librarians and training are huge, and it could be minimized by the implementation of research recommendations.

This study could also potentially assist local, district and metropolitan municipalities, and government and non-government organisations in obtaining a better understanding of retention strategies aimed at reducing turnover intention. Lastly, this study could address a conspicuous and important gap in the extant literature of the library and information field, and also provide an explanatory viewpoint and nascent model to curb turnover intention of public librarians in South Africa in the light of the findings.

1.5 Scope and delimitations of the study

The major delimitation was that this study was restricted to librarians with a minimum of six months' library experience; therefore, the results may not relate to librarians with fewer than six months' experience. The main reason behind the exclusion of librarians with fewer than six months' library experience was because of their limited knowledge and experience of the organisational processes, policies and practices. Furthermore, they are considered to be in a learning curve phase to better comprehend the main influencing factors that could impact negatively on job satisfaction and organisational commitment which are likely to increase turnover intention.

The subject scope of this study was limited to various identified demographic, personal and organisational determinants influencing turnover intentions of librarians (as indicated and discussed in Chapter Two of this study), and implications of turnover intentions on the provision of library services. In addition, specific talent retention strategies in public libraries were covered in this study.

According to COJLIS skills audit of library professionals' report (2017), the turnover phenomenon is extremely high among librarians, and this report formed part of the evidence which validated the exclusion of non-library professionals (for instance, senior library assistants and library assistants) in the present study. Against this background, it is also important to note that library assistants and senior library assistants with a degree in the library and information science field, irrespective of the years of experience, are excluded.

Delimitations are the characteristics that limit the scope and define the boundaries of a study (Hayes 2015:10). In this study, the entire population of 174 librarians working at 89 public libraries and four support services with a minimum of six months' experience located in seven regions of the City of Johannesburg – Library and Information Services Directorate formed part of the study.

1.6 Definitions of key terms

Explanation of terminology aids in elucidating the confusion or misinterpretation with regard to the terms in a particular context. This section defines the key terms and concepts that are relevant to this study namely: employee turnover, turnover intention, organisational commitment, job satisfaction and talent retention

1.6.1 Employee turnover

Employee turnover is defined as an employee's decision to exit a library organisation permanently and voluntarily (Hayes 2015:8). It is measured by the number of employees leaving an organisation per year, and the percentage of turnover is calculated by dividing the number of employees who have resigned in that year by the total number of employees who were with the organisation at the beginning of the year (Altarawmneh & Al-Kilani 2010:47). In the context of this study, employee turnover refers to when a public librarian voluntarily terminates his or her employment from a library organisation.

1.6.2 Turnover intention

Turnover intention refers to employees resigning out of their own free will (Chiu 2017; Bonds 2017:7). Kashyap and Rangnekar (2014:224) define the turnover intention as the personal opinion or thoughts of the librarian with respect to what the chances are that they would leave the library organisation soon. In the context of this study, the turnover intention is described as a librarian's voluntary desire to leave the library organisation in the near future as the obligation to stay with the organisation has decreased significantly, and is consequently connected instantly with actual turnover.

1.6.3 Organisational commitment

Organisational commitment is when an employee strongly feels that he can identify with the vision and mission of an organisation, and will do much for the good of the organisation. Such employee will want to remain in the organisation (Mowday, Porter & Steers 1982). Bonds (2017:7) also defines organisational commitment as the employee's belief in the organisation's values and objectives, the employee's ability to work for the benefit of the organisation and the employee's (such as librarian) established relationship with the employer.

In the context of the present study, organisational commitment is described as the librarian's acceptance of library strategic objectives, shared beliefs, values, culture, eagerness to go the extra mile for the library organisation, and the desire to remain with the organisation. Alkahtani (2015:153-154) indicates that committed employees, with no exception of librarians, want to be important for the organisation and give more from themselves to assist the organisation, have good relations with colleagues and would not put themselves in a position of not doing what is expected of them (Meyer, Allen & Smith 1993).

1.6.4 Job satisfaction

Job satisfaction is defined as an enjoyable or positive emotional state resulting from the appraisal of one's job or job experiences within the work environment with no exception of public libraries (Locke 1976: 304). De Sousa Sabbagha, Ledimo and Martins (2018:137) report that job satisfaction could come from the nature of the job, pay satisfaction and promotion. In the current study, job satisfaction is described as "*how librarians feel about their jobs and*

different dimensions of their library jobs” (Spector 1997:2). Job satisfaction could be summarized as the extent to which librarians like (satisfaction) or dislike (dissatisfaction) the different aspects of their library work.

1.6.5 Talent retention

Talent retention is when an employer does its best to make sure that employees who perform well and have a talent for the job do not leave the organisation (Erasmus, Grobler & Van Niekerk 2015:33). In the context of this study, talent retention refers to strategies and interventions aimed at preventing competent public librarians from leaving the library organisation by increasing job satisfaction, organisational commitment levels and reducing turnover intentions.

1.7 Literature review

Tomaselli (2018:330) defines literature review as a systematic, controlled, and reproducible method for identifying, evaluating, and synthesizing the current body of a particular subject matter and findings of researchers who have studied similar problems. Baker (2016:265) avers that literature reviews have the aim of creating an overview of the evidence in order to find new views and confirm expectations presented in a study by means of research studies, quality improvement project, models, case studies and so forth.

According to Bryman (2012:98), the reason for conducting a literature review is that the researcher wants to know what is already known about the particular topic in order to identify the gaps, inconsistencies, and contradictions, and avoid re-inventing the wheel. In other words, this would most ensure that researchers do not reproduce work that already been done by other researchers. Lincoln University (2016:1) indicates literature review gives validation to the research and therefore is critical in any research undertaken.

Literature review in Chapter Two covered employee turnover, turnover intention, demographic, personal and organisational determinants influencing turnover intention of librarians and the implications of turnover intention on the provision of library services, talent retention strategies in public libraries, and the relationship between demographic determinants

and turnover intention, personal determinants and turnover intention, and organisational determinants and turnover intention (See Chapter Two for a detailed literature review).

1.8 Research methodology

This section presents the research methodology which discusses the research paradigms, research approaches, research design, target population and data collection tools employed in this study. The research methodology is the major element in the research framework and involves the forms of data collection, analysis and interpretation (Creswell & Creswell 2018:16). According to Bryman (2012:40), research methodology provides a framework for the collection and analysis of data. Brierley (2017:7) defines a paradigm as a shared belief that has an impact on the way in which researchers go about concluding on their research evidence. The researchers identify and describe different paradigms in research, namely positivism, interpretivism and pragmatism (Bryman 2012:630; Makombe 2017:3368-3371). This study is located within the positivist paradigm.

Creswell and Creswell (2018:4) state that there are three categories of research approaches, namely quantitative, qualitative and mixed methods research. The quantitative research approach is described as an approach for testing objective theories by examining cause-and-effect relationships among variables (Creswell & Creswell 2018:4). This study uses a quantitative research approach as informed by the research questions and objectives. A research design is a plan, structure and strategy of an investigation so conceived as to obtain answers to research questions or problems (Kumar 2014:123). A quantitative descriptive survey-based research design is applied in this study.

Neuman (2011:241) defines a population as the abstract idea of a large group of many cases from which a researcher draws a sample and to which results from a sample are generalised. The target population for the current study was the entire population of 174 librarians with six months' experience, ranging from director to librarian level working at 89 public libraries and four support services within COJLIS. A census method was used, and there was no need for sampling. In this research study, both a self-administered and e-mailed questionnaire and document analysis, including much of grey literature, were used in the data collection phase.

Data analysis refers to the application of statistical techniques to the collected data using research instruments such as a questionnaire (Bryman 2012:13). Data for the current study were collected via self-administered questionnaires specifically at the libraries plagued by network challenges, while other questionnaires were sent by e-mail. Once collected, all data were properly coded and analysed using Statistical Package for the Social Sciences (SPSS).

Statistical analysis included descriptive statistics (for instance, tables, figures, graphs, mean, standard deviation, and frequencies) and inferential statistics (for example, Pearson's product-moment correlations, Analysis of variance (ANOVA) and multi-regression analysis (Leedy & Ormrod 2015:261). In order to assess internal consistency and reliability, Cronbach's alpha coefficient was measured. Furthermore, the regression analysis technique was used to assess whether the turnover intention was influenced by personal and organisational variables. A comprehensive discussion of the research methodology employed in the current study is presented in Chapter Three.

1.9 Ethical considerations

Tomaselli (2018:295) states that the research that involves humans requires ethical clearance. Ethics delineate what is or is not legitimate to do or what "moral" research procedure entails (Neuman 2011:143). The present study involved gathering information directly from human subjects by means of a survey method about the determinants of the turnover intention of public librarians at the COJLIS with a view to developing a retention strategy. Respondents were informed that they are participating voluntarily and can withdraw from the interview process at any time.

The researcher must always take note of ethical issues at all times during the research (Ngulube 2015:128). Taking into consideration the requirements of the University of South Africa's (Unisa) Ethics Review Committee, the researcher received the go-ahead to continue with the research. This policy ratifies the following ethical principles: anonymity and confidentiality, autonomy, integrity, respect, ownership and privacy (Dube, Mhlongo & Ngulube 2014:207). Bryman (2012:135) also states that there are four important categories to consider during research:

- Were participants harmed?

- Were participants knowledgeable of all aspects of the research, and did they give consent?
- Was the participants' privacy respected?
- Were the participants betrayed in any way?

Any and all research to be undertaken within Unisa is subject to authorisation by the Unisa Policy on Research Ethics (2016:5). Such clearance includes a review by various ethics committees of the institution overall as well as those of departments and colleges within Unisa. Authorisation for this current study was obtained from the ethical review committee of the Department of Information Science. During data collection, which was in the form of a self-administered questionnaire and through email, respondents were reassured of anonymity and confidentiality of responses and that data collected would be used only for research purposes. Please refer to chapter three for detailed information.

1.10 Organisation of the dissertation

This study consists of six chapters, as follows:

Chapter One: Introduction and setting the scene

This chapter provides an introduction to and background of this study, contextual setting, problem statement, the purpose of the study, research objectives and questions, significance of the study, justification of the study, the scope and limitations, and a brief overview of the research approach.

Chapter Two: Literature review: Determinants of turnover intentions, implications of turnover intention on the provision of library services and talent retention strategies in public libraries

This chapter outlines a review of the literature and conceptual framework guiding this study. The following key concepts are discussed in detail, namely, turnover, turnover intention, demographic, personal and organisational determinants influencing turnover intention, implications of turnover intentions on the provision of library services, talent retention

strategies in public libraries and the relationship between demographic determinants and turnover intention, personal determinants and turnover intention, and organisational determinants and turnover intention.

Chapter Three: Research design and methodology

This chapter provides the overall plan for the study, including the research paradigms, research approaches, research method, target population, sampling procedures, data collection tools, reliability and validity, ethical considerations, pilot study.

Chapter Four: Data analysis and presentation of the findings

The purpose of this chapter is to present the results of the study. The results are presented using the headings introduction, research results and overview of research findings.

Chapter Five: Discussion of the findings

The Chapter Five entails data interpretation and discussion of the findings, as presented in Chapter Four.

Chapter Six: Summary of findings, conclusions and recommendations

This chapter presents summary of the findings, conclusions, recommendations drawn from the findings and suggested areas for further research.

1.11 Summary

In this chapter, the background and contextual setting of the study have been described. The statement of the problem, the purpose of the study, research objectives and research questions, as well as the significance of the study, justification of the study, scope and delimitations of the study, have also been described. The research methodology is discussed briefly in relation to research approaches, data collection tools, sampling methods and data analysis. Ethical considerations and definition of key terms are discussed in less detail to make sure that the

readers understand what the researcher means when he uses a specific word or term, and, lastly, organisation of the dissertation rounds off the chapter. The next chapter discusses in-depth and comprehensively the literature review and conceptual framework as guided by the objectives of the study.

CHAPTER TWO
LITERATURE REVIEW: DETERMINANTS OF TURNOVER
INTENTION

2.1 Introduction

The previous chapter (Chapter One) outlined the introduction and background to the study, conceptual framework, and the research problem that deals with determinants of the turnover intention of the public librarians, specifically in the City of Johannesburg in the Gauteng province. This chapter aims to provide key analysis of the literature review that is related to the topic under study. The chapter presents a literature review of determinants of the turnover intention of public librarians, implications of turnover intentions on the provision of library services, talent retention strategies in public libraries, as well as the relationship between three demographics, personal and organisational determinants or variables, and turnover intention.

Hargreaves and Forasacco (2015:3) point out that a literature review is an analytical debate, critical discussion, synthesis and evaluation of knowledge on a specific topic. Leedy and Ormrod (2010:66) concur that the review of literature cannot be excluded from any research as it assists in gaining information about a topic being investigated. Similarly, Schryen, Wagner and Benlian (2015:1) as buttressed by Baker (2016), a literature review plays a critical role in reporting objectively the current knowledge on an issue, addressing the knowledge gaps and development of knowledge utilising research methods.

Kothari (2004:12) states that there are two categories of literature, namely the conceptual literature, which is mostly concerned with concepts and theories, and the empirical literature which discusses the related concepts under the study. According to Bryman (2012:98), the reason for conducting literature review is that the researcher wants to know what is already known about the particular topic in order to identify the gaps, inconsistencies contradictions and avoid performing work that has already been done by other researchers. According to Randolph (2009:2), that literature review indicates the extent to which the researcher knows the field of knowledge. This is evident through the researcher's use of terminology, theories, occurrences, history and more in order to find the weakness of other researchers in the field.

This chapter reviews the literature on the subject of the determinants of turnover intentions of librarians at the City of Johannesburg Libraries in the Gauteng province of South Africa:

implications on provision of library services. The conceptual framework for this study is anchored on Mobley's (1977) employee turnover decision process model. The major constructs of the literature review include employee turnover, employee turnover intention, demographic, personal, organisation determinants influencing turnover intention, implications of turnover intentions on the provision of library services, and talent retention strategies in public libraries.

Bryman (2012:543) states that document analysis is usually done using organisational reports, newspaper articles, policy documents, and research articles, policy documents. The present study relied on data obtained through document analysis of national, provincial and local government acts, policy and legislative framework documents, journal articles, newspapers, electronic mail and messages as well as a literature review regarding the identified variables of turnover intentions.

It is important to highlight that some of the limitations of these documents as supported by Sarantakos (2013:313) include *lack of accessibility* (certain documents are not easy to access such as human resource documents), *incomplete data* (some documents are not complete or up to date), *reliability* (the reliability of some documents is questionable) and *personal bias* (documents may be biased since they represent the views of their authors). The literature review was based on the objectives of the study.

2.2 Employee turnover intention

The literature on employee turnover is divided into three groupings: sources of employee turnover, effects of turnover and the strategies to minimize turnover. Employee turnover is a much-studied phenomenon. The turnover intention is greatly considered as one of the important attitudinal challenges that managers constantly face at work (Abubakar, Chauhan & Kura 2014; Pepra-Mensah, Augustine & Oteng 2017:47). However, there is no standard reason why people leave an organisation (Ongori 2007:49). A variety of types of literature from multiple disciplines, including sociology, business and management, human resource management, applied and organisational psychology, and organisational behaviour are necessary to describe the turnover process (Rathbun-Grubb 2009:32; Tapola 2016:1). The current research study focuses on avoidable or voluntary turnover to fulfil the aim of the study and find factors that would lead to employees resigning from their job. Furthermore, to find a retention tool in order to minimize its implications on library services.

Turnover intention is defined as “the conscious and thoughtful wilfulness to quit the library organisation” (O’Connor 2018:3; Tett & Meyer 1993:262). According to Idiegbeyanose, Opeke, Nwokeoma and Osinulu (2018:2) and Mobley (1982), the turnover intention could be described as the rate at which a member of staff is willing to leave a particular organisation, and it affects organisational sustainability and rating. The authors further explain that turnover intention is the phases used by an employee to decide on satisfaction with their job to make a decision on resignation. Job satisfaction and turnover intentions are crucial in this process (Du Plooy & Roodt 2010; Munro 2015:58). The conceptual frameworks incorporating aspects of a theory or theories, concepts from the literature consisting of the concepts and models relating to the employee turnover were used in public sector and academic library contexts to investigate determinants of turnover intention (Albaqami 2016; Ergado and Gojeh 2015; Masemola 2011; Ramogale 2016).

Employee turnover is defined as the rate at which employees leave an organisation, and is a major concern for organisations (Mitchell, Holtom & Lee 2001). Voluntary turnover is when an employee leaves an organisation without force from an external party (for instance, resignation). Additionally, voluntary is when an employee decides to take control of their own life and leave an organisation without anybody forcing them, and it might be because of career advancement or avoiding negative experience in the workplace (Hussain & Asif 2012). The authors further point out that voluntary turnover is further categorised into functional turnover (exit of substandard or poor performers) and dysfunctional turnover (exit of talented, skilled and effective performers).

The growing body of literature illuminates that the phase that leads to actual turnover is a turnover intention, and it has been identified as being a strong predictor of actual turnover (Bryant & Allen 2013; Park, Boyle, Bergquist-Beringer, Staggs & Dunton 2014). According to Kulik, Treuren and Bordia (2012), most employees, including librarians, follow one of five psychological and behavioural paths when leaving, and the major components of the unfolding model are namely: “*shock, history of dissatisfaction, script, image violation, alternative, job opportunity*”. Summarily, *the first pathway* (pathway 1) begins with a shock that is personal, positive, and expected, such as the opportunity to move to a new city (Holtom, Mitchell, Lee & Inderrieden 2005).

In path 2, a shock initiates an employee to reconsider his attachment to the organisation, since image violations are perceived by the employee. For instance, based on a negative event in the organisation, such as the librarian being overlooked for promotion, the employee might see no prospects of career growth or advancement and quit. The person then leaves without searching for other alternatives.

In path 3, a shock begins when the librarian receives an unexpected job offer from other library organisations. After the employee evaluated this new offer against his current job and found it a better proposition, such employee resigns to take up the new offer. Subsequently, this induces a person's evaluation of the current job and several alternatives.

In path 4, the leading factor is job satisfaction. Some employees who are not satisfied with some aspects of their job, just leave the organisation even if they do not have another job (Path 4a). However, other employees first find another job and only resigns then (Lee & Mitchell 1999: 451-452; Perez 2008:31; Kulik *et al* 2012). According to Belete (2018), employee turnover can help to increase productivity by ensuring better matches between jobs and workers, as well as offering more flexibility to promote and develop valued staff. On the other hand, high employee turnover has severe consequences for any library organisation due to librarians with much experience and skills leaving.

Public libraries are mandated to provide library and information services to the diverse communities, are required to understand the process that librarians encounter when deciding to leave. The public libraries should endeavour to acquire a better understanding of why employees such as librarians leave an organisation in order to attempt to reduce the incidence of voluntary turnover (Tellez 2014:2). Additionally, information on turnover could help with the planning, prediction and controlling of library resources, and also with creating more effective retention strategies in the hope of retaining top talent. Mobley's employee turnover decision process model is presented in Figure 2.1.

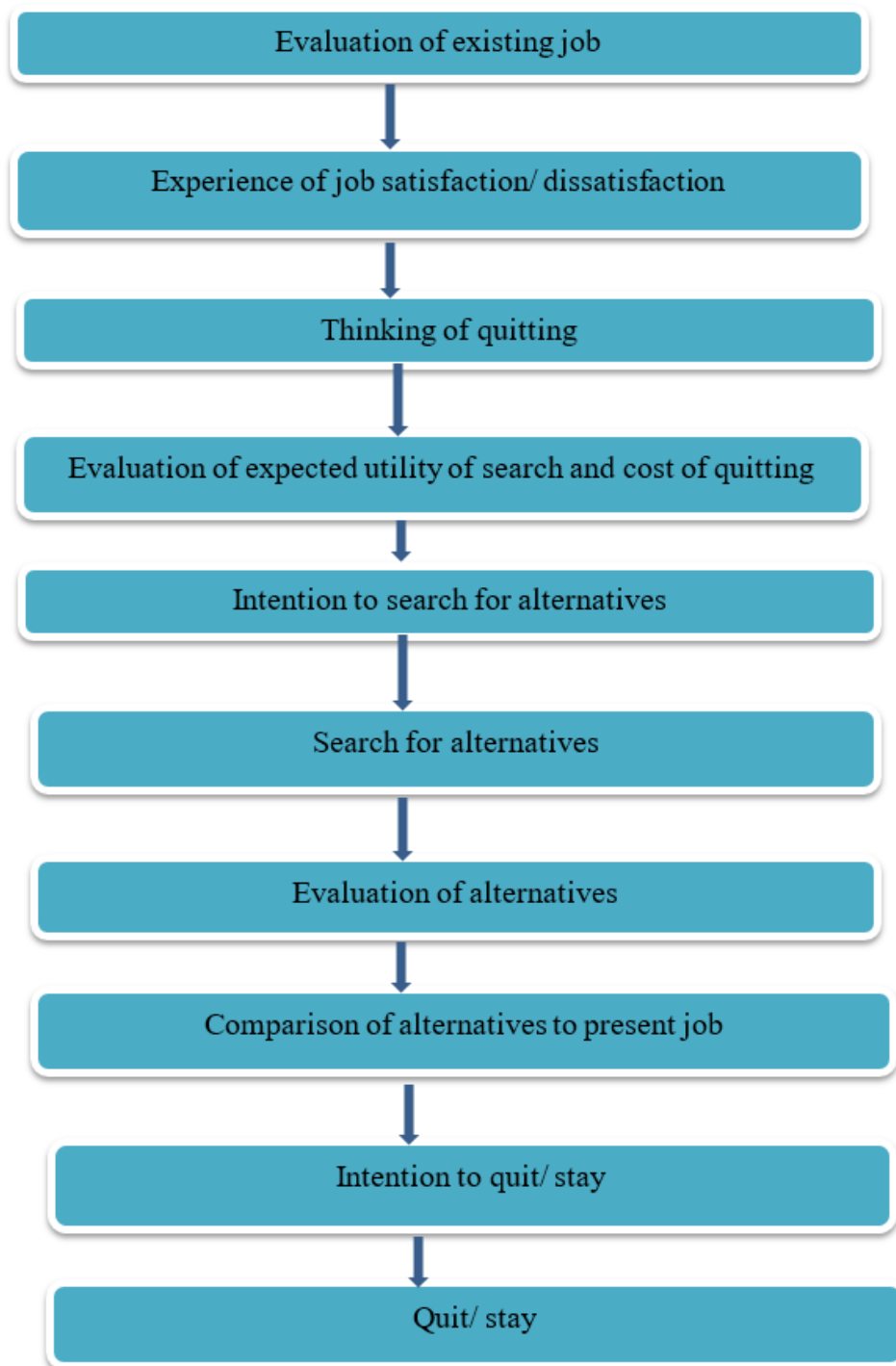


Figure 2-1: Intermediate linkages model (Mobley 1977:123)

2.3 Demographic determinants influencing turnover intention

In this section, demographic determinants, namely age, tenure, and job designation level are discussed in detail.

2.3.1 Age

According to Munro (2015:3), research findings indicate that older employees do not think about resigning as often and as easily as younger employees. In other words, younger employees think more and more easily about resigning from their job. Mila (2011:73) illuminates there are not many librarians anymore because current librarians reach retirement age and younger graduates are not interested in the field. Generation Y consists of those who are born in the period 1980 to 2000. There are a number of terminologies that describe them, such as net generation, digital natives and millennials. People of the Y generation change their career more than six times in their life (Aruna & Anitha 2015:96). Logan 2008 posits that these employees, with no exception of librarians, do not hesitate to quit a job within 24 hours, in case they experience overwhelming job dissatisfaction.

In addition, Biswakarma (2016:11) believes that employees such as librarians, particularly the young generation, tend to place more emphasis on their career growth. Therefore, they are more likely to quit the organisation and more often get breakthrough to career progression and growth in similar organisations. Abukar *et al* (2014:378) share similar sentiments that younger employees have a higher probability of leaving their organisation or the profession than their older colleagues.

Raman, Ramendran, Beleya, Nodeson, and Arokiasamy (2011:142) point out that the baby boomers workforce are starting to retire and have been replaced by generation X and generation Y. Therefore, generation Y presents the public library workforce, which is prone to leave the organisation. Generation Y is also the 'connected' generation because they always keep in touch with one another due to technology; not just for work, but also around the world. By being connected with other peers within their profession, they are in a better position to discuss organisational issues such as training and promotional opportunities, payment and fringe benefits, work environment, flexible working hours, and decision-making participation on operational issues (i.e. leadership styles). Taking these organisational factors into

consideration, once librarians discover that their organisation offers benefits and training opportunities which are not benchmarked with the similar library organisation, they may develop turnover intention.

However, this may be attributed to confidence in their skills, because based on the literature review of the Y generation, one of the prime characteristics of this generation is strong confidence in their skills. Furthermore, one of the most important points to bear in mind is that young employees tend to accept higher levels of risks in their early career paths as compared to previous generations (Johnson & Lopes 2008). While, on the other hand, Stevens (2010:79) is of the view that baby boomers born between 1946 and 1964 demonstrate the commitment to their work, and this includes loyalty to the employer and, eventually, they are rewarded for their loyalty and commitment.

2.3.2 Tenure

It is expected that employees who have been in their current job for a long time would be more satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees (Bandhanpreet, Mohindru & Pankaj 2013). Furthermore, they can plan for their future without any fear of losing their jobs. Haynes (2011:100) points out that the millennial generation (1981-2000) is expected to change jobs every few years and is far less interested in the corporate ladder. According to Gregersen and Black (1992), employees such as librarians with long work experience have been found to have a low turnover tendency.

A survey by Millard (2003) entitled “Why do we Stay? Survey of long-term academic librarians in Canada” with the aim to determine which of four factors (*career commitment, organisational, personal factors (i.e. tenure) or economic factors*) has the strongest influence over the long term. The findings revealed that academic librarians in Canada, on the whole, tended to stay in their jobs for long periods of time. What can be deduced from the findings is that tenure or length of service has a relationship (whether negative or positive) with specific reference to the turnover intention of the librarians.

2.3.3 Job designation level

Reported research shows that there is a clear connection between demographic aspects (such as designation) and an employee's intention to resign. Employees with a lower designation after a long tenure, are more inclined to leave (Randhawa 2007:155). A study conducted by Albaqami (2016) to investigate the determinants of turnover intention among employees at public universities in Saudi Arabia found that job designation level affect turnover intention. The conceptual framework was used in the study which incorporates aspects of a theory or theories, concepts from the literature on turnover. Moreover, Samuel and Chipunza (2009) argue that turnover is high in lower-level jobs. In the same vein, specific to job designation level, Alkahtani (2015:152) and Price and Mueller (1986) indicate that non-managerial employees have a higher tendency to quit than managerial employees.

2.4 Personal determinants influencing turnover intention

Job satisfaction and organisational commitment are discussed under personal determinants influencing turnover intention.

2.4.1 Job satisfaction

According to Spector (2005), job satisfaction refers to the extent to which employees are happy in their current situation. Ogunlana, Oshinaike and Ibrahim (2016:4) describe job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs; depending on the balance between work-role inputs (such as education, qualification, tenure, working time, and effort), and remunerations (such as fringe benefits, status, working conditions, working location, promotion and job role).

The literature suggests that several motivational theories such as the Herzberg's two-factor motivation-hygiene theory have been applied to the construct of job satisfaction. Employees with a high level of job satisfaction will perform better in the organisation than those with a low level of job satisfaction (Basak *et al* 2013).

According to Kyumana (2017:79), job satisfaction is grounded on the emotional response of employees, which is related to some organisation and personal variables like pay, promotion, supervision, benefits, contingent rewards, relationship with co-workers, nature of work and working conditions. The authors further state that employees who are satisfied and happy with their job would prefer to stay employed and not leave the current organisation.

A study by Bellary, Sadlapur and Naik (2015) on the factors influencing job satisfaction of library and information science (LIS) professionals revealed that LIS professionals' job satisfaction could enhance the service quality and professionals' satisfaction, which may decrease the turnover intentions (Jerome 2017:36). Similarly, Adeoye and Fields (2014) stress that employees' job satisfaction is the key to improving both organisational and individual performance, and those employees, including librarians with a high level of job satisfaction, are more likely not to consider turnover.

According to the theory of organisational equilibrium, job satisfaction chiefly depends on one's compatibility with one's different roles at the workplace; on the predictability of the relationships at work and conformity of one's job with one's self-image (Brasher 2016; Ngo-Henha 2017:2756). The low absenteeism is closely associated with high job satisfaction while high turnover and absenteeism are said to be related to non-satisfaction (Saif, Nawaz, Jan & Khan 2012). Therefore, librarians who are satisfied in their jobs will retain their jobs and not quit. Therefore, an increase in job satisfaction would most probably result in a decrease in employee turnover (Mbah & Ikemefuna 2012).

According to Bakotić (2016:119), employees, including librarians, who are satisfied with their work are more likely to devote their private time to their library work activities. In addition, it is logical to suggest that they will be creative and committed, and will seek a way to cross any obstacles that might in the realisation of the strategic library goals. The author further suggests that satisfied employees normally assist their co-workers and supervisors in contributing to organisational performance and organisational success. Alias, Mansor, Rahman, Ahmad and Samsudin (2018:248) and Javed, Rafiq, Ahmed and Khan (2012) share these sentiments with Bakotić (2016) that employees who are satisfied with their job are prepared to do their work systematically, and they are more creative and innovative.

A study conducted by Topper (2008) to explore job satisfaction among 3,095 library staff members in America. The sample included library staff of all libraries and ages. The findings revealed that 85.6% of library staff were satisfied with their career in librarianship. The author indicates that factors such as nature of task (task identity), skills variety and job autonomy could lead to job satisfaction. The results further indicate that monetary benefits variable has scored lowest job satisfaction which supports the viewpoint that money is not always a motivating factor to retain employees within the organisation. According to Spector (1997), organisational constraints (for example, budget for library reading programmes, locomotion allowance for librarians executing library programmes, tools and supervisors) can also be antecedents to job satisfaction. The author argues that there have been higher relationships between job constraints, job performance, and job satisfaction.

Factors such as poor working conditions, policy and administration of libraries, “get no respect” from their colleagues, occasional selective promotion, and wages were among those that cause dissatisfaction (Badawi 2006; Topper 2008; Adio & Popoola 2010; Kyumana 2017:80). Similarly, as supported by Spector (1997:3) and Hass (2015:16), as job satisfaction is multidimensional and includes common facets such as fringe benefits, pay, promotion opportunities, supervision, organisational policies and procedures, co-workers, communication, nature of work, the organisation itself and job conditions. Hass (2015:16-17) maintains that employees, with no exception of librarians, working in the public sector libraries want fairness in relation to pay offered by other similar library organisations, to earn enough money to cover expenses and availability for promotion and working in a convenient organisation with regard to the availability of public transport.

Jerome (2017) also stresses that public librarians’ satisfaction on the job is not different from that of other professionals and the predictors of job satisfaction of workers in other professions such as good and competitive salary, recognition, regular promotion, leadership style, work characteristics, job security, among others, also determine the job satisfaction of librarians. The authors further point out that job satisfaction cannot be discussed in the absence of motivation; this implies that motivation is an important factor in determining job satisfaction of librarians. Ranaweera and Li (2018:2) also re-affirm that physical working environment (e.g. location of the library), salary levels, fairness, training and promotions are the most satisfying factors of job satisfaction. O’Connor (2018:9) adds that if dissatisfaction manifests for extended periods, employees such as librarians develop intent to turnover.

2.4.2 Organisational commitment

According to Mowday *et al* (1982), organisational commitment is when an employee with no exception of librarians are connected very strongly with the organisation and its values. Such an employee will do much more for the organisation and will have a desire to stay with the organisation. Similarly, Lumley, Coetzee, Tladinyane and Ferreira (2010) and Siahaan (2017) state that organisational commitment is reflected in the employee's acceptance of organisational goals, willingness to work hard for the organisation and share beliefs and point of view, and the desire to stay with the organisation for the near future. Organisational commitment is also considered as a key variable in the reduction of turnover and absenteeism. This line of thought concurs with Griffeth, Hom and Gaertner (2000), who assert that organisational commitment has been recognised as a prominent predictor of turnover intention. Gill, Ahmed, Rizwan, Farid, Mustafa, Saher, Bashir and Tanveer (2013:393) share this same viewpoint with that the main contributor to the reduction of employee's turnover intention is organisational commitment.

Meyer and Allen (1991) propose three components of organisational commitment which are still used as core measurement of an employee's organisational commitment. Organisational commitment is categorised under three forms. The first form is an *affective* commitment which is related to the emotional bond between employees and the organisation, and employees want to remain with an organisation. Additionally, with particular reference to the affective form of commitment, Cho and Huang (2012) describe it as the internalisation as well as the emotional connection an employee has with the organisation. Accordingly, employees with a strong affective form of commitment want to remain with an organisation.

The second dimension of the organisational commitment is termed *continuance commitment*, which is associated with the librarians feeling the need to stay (e.g. taking into cognisance librarians' perceptions of the costs correlated with quitting the library) with their library organisation because their compensation and fringe benefits may not improve if they join another organisation. This form of commitment suggests that an employee would stay with an organisation to uphold benefits accumulated over the years, for instance, pension fund, seniority packages, defined benefit packages, allowances) or because of fear of not being able to find another job (Meyer & Allen 1991).

The third form is a *normative commitment*, which is related to returning the favour in which the organisation has given to the employees. In the same vein, according to Cho and Huang (2012), *normative commitment* is the employees' feeling to remain with the organisation due to loyalty – a feeling that the organisation has given much to the employee over the period of employment. Again, the normative commitment is synonymous with the social exchange theory which is based on the reciprocity principles within social relationships.

According to Matz, Wells, Minor and Angel (2013), organisational commitment can be considered as an important job attitude that predicts turnover intention. Organisational commitment regards to whether an employee such as librarian relates to the library organisation and agree with the mission, vision and objective, and endeavours attaining them (Reddy 2015:75). Organisational commitment and turnover intention are significantly related to each other and have a negative association (Saeed, Waseem, Sikander & Rizwan 2014:246).

Research indicates that satisfied employees would not do anything to harm the organisation they work for, would keep to working hours, do their job to the best of their ability, would not stay away without reason. They would also prefer not to leave the organisation (Coetzee & Schreuder 2010). A study by Döckel, Basson and Coetzee (2006) revealed that compensation has a strong significant relationship with organisational commitment, affective commitment and normative commitment, which may increase intention to stay.

An examination of organisational commitment from three perspectives (e.g. affective, normative and continuance commitment) may give a better insight to library organisation to understand why some librarians opt to stay with their library organisation and why some librarians opt to leave their library organisation (Fulch 2012). The high and low range at each level of the three different forms of organisational commitment as outlined above would help researchers to assess the psychological mindsets of librarians on personal determinants influencing the turnover, such as workers' autonomy, remuneration, supervision, promotion, job significant, good condition of service, enabling co-existence with co-workers and ability to exhibit skill variety (Ogunlana *et al* 2016:16).

2.5 Organisational determinants influencing turnover intention

Within the context of this study, eight organisational determinants influencing turnover intention are briefly discussed in detail below.

2.5.1 Payment and fringe benefits

Okoye (2017:59) and Johennesse and Chou (2017:55) report that the role that a reward system and fringe benefits play in the lives of people working in organisations is so enormous that they attach more importance to it; that is why some people often leave one job for another in order to get a better salary. According to Khumalo (2018), professional public service in an organisation such as a library can only be achieved and thrived in an environment where there is fair and equitable pay for all employees. Therefore, employees with much experience and skills would leave the organisation as soon as they find an opportunity with more and/or better benefits (Samuel & Chipunza 2009:410).

Rissanen (2017:52) reports that employees, and librarians being no exception, expect payment or compensation that is in line with their skills and work experience in order to be retained and reduce incidents of turnover intent. Dissatisfaction with compensation would increase turnover intention in all employees, including librarians, irrespective of age and tenure (Kim 2014:63; Onah & Anikwe 2016). Research indicates that employee turnover intention is directly related to salaries, especially in the case of government employees, including librarians (Selden & Moyihan 2000).

In the context of public and private academic libraries in Ethiopia, Ergado and Gojeh (2015:81) discovered that poor incentives, unfair or unequal treatment, unsatisfactory salary, and the fact that the salaries of library staff and their peers in other jobs are causes of turnover intention. Also, a major contributor to the very high turnover intention of librarians in academic libraries is based on their belief that they are not being treated based on merit and that the reward system is not fair (Idiegbeyanose *et al* (2018:11). Zhang (2016:87) believes that employees, as well as librarians, may choose to give up their current job for a higher paying job in pursuit of a better quality of life and due to the cost of living. Based on the aforementioned discussion, it can be surmised within this context that employees such as librarians have expectations that their qualifications, skills, knowledge, and experience would be properly reflected in the

compensation and payment system of the organisation. Unless the total compensation and payment structure is perceived as internally fair and externally benchmarked for competitiveness, employees are likely to leave their organisation (Ahuja & Gautam 2012:17; Long, Perumal & Ajagbe 2012; Nasurdin *et al* 2018:30).

In today's work environment, where pay is one of the determinant factors, research reports show that productive, valuable employees, including public librarians, who do not receive work-related rewards, such as promotions and pay raises, are likely candidates for leaving their jobs (Belete 2018; Trevor, Gerhardt & Boudreau 1997). In other words, librarians who feel that they are not treated fairly (e.g.in terms of allocation of tools of the trade such as ad-hoc loco allowances, cellphone allowances and promotions) are prone to leave (Griffeth & Gaertner 2001). Mohlala, Goldman and Goosen (2012) and Sattar and Ahmed (2014) further assert that employees will leave the organisation if they are offered better salaries elsewhere.

2.5.2 Location of workplace

According to Bushra (2012:73) and Alkahtani (2015:152), workplace location has a potential to have a negative impact on employees such as librarians' level of job satisfaction and, in turn, increase their turnover intentions. The authors conclude that the location of the library workplace has a highly positive significance on turnover intentions. In this study, COJLIS has 89 libraries across the city's seven regions, and employees are sometimes redeployed to assist in those libraries due to sudden resignations, employees taking leave and other uncontrollable factors. Nair, Mee and Cheik (2016:111) argue that the geographic location of a library workplace and in relation to the employee's home residence could have a detrimental effect on employees such as librarians. Some librarians may be attracted to specific libraries due to their regional advantages such as availability of public transport, parking facilities, less commuting time, less traffic congestion, and educational institutions for their children.

Against this background, it is reasonable to believe that the library organisation may experience frequent voluntary absenteeism, disengagement behaviour, low job satisfaction and stress, especially among certain librarians encountering challenges with transportation to their library workplaces located far from a reliable and affordable public transport network. Furthermore, it is important to note that when existing transport challenges, compounded by economic conditions as experienced by some librarians, are not taken into consideration during the

placement process, it may directly or indirectly influence absenteeism patterns and rates. The organisation's policy and "climate" towards absenteeism could be reviewed unnecessarily when aspects relating to the location of a workplace and home are not fully embedded into human resource policies and practices (Riggio 2016:231).

2.5.3 Working environment: Flexi working hours (work-life balance)

Flexible work practices make it possible for the employee and employer to take into account the employee's personal responsibilities while still doing what is expected by the organisation (Mullins 2007:804). In terms of flexible working hours, employees are allowed to choose their starting and finishing working times daily. According to the city's flexi-time policy (2008), the variable starting and leaving times and family leave policies allow librarians away from work to take care of family matters.

Library managers may be allowed to work from home when writing quarterly and annual reports, researching and developing policies, and when faced with an emergency situation requiring their involvement (Ahuja & Gautam 2012:17). Employees who have access to work-life policies (e.g. flexible working hours) show significant organisational commitment and express significantly lower intention to quit their jobs (Coetzee & Schreuder 2010:263).

The City of Johannesburg's flexi-time policy (2008) makes it possible for employees to work flexi-hours. This made it possible for them to arrange certain hours of work beforehand so they could attend to personal aspects of their lives, but still, made sure that they meet their job requirements to enable the organisation to render the services and meet the set performance standards. The lack of flexible working hours or lack of knowledge in the interpretation and application thereof may significantly increase employees' intention to quit their jobs. Dagada (2017) reports that extended library operating hours will be rolled out in the 2017/18 financial year at ten regional libraries across the city. Unless library managers and leaders in the public library sector seriously take on a new attitude towards work and family concerns and responsibilities, the extension of library operating hours may increase turnover intention.

Nowadays, employees even within the libraries are not "detached" from this family concerns and responsibilities, and therefore the days of an employee working for a single organisation throughout his career have become rare. Besides having to balance work and family life, they

seek better career prospects and pay for themselves and their family (Thwala, Ajagbe, Enegbuma, Bilau & Long 2012). For instance, only a decade ago, job-hopping and turnover were foreign concepts in the COJLIS. It was not unusual for librarians to spend 25 and more years at the library organisation and even executing the same job. However, times have changed and the emergence of new ICTs and the development of work-life balance policies such as flexible working hours should strive to strike a balance between the library operations and family responsibilities.

2.5.4 Perceived alternative employment opportunity

Alternative job opportunities are classified into local and non-local job opportunities. They represent the probability of finding other employment, which can be either locally or non-locally and employment, which is either better or worse than the current job. It is crucial that the job should stimulate employees intellectually or they might look for another job which does that (Uitzinger, Chrysler-Fox & Thomas 2018:2). Similarly, Price (2001:601) defines job opportunity as the fact that other jobs are available and this is a situation that is good for the labour market. The author further expounds that market opportunities would produce a greater awareness of alternative library jobs in the environment for all employees (Price 2001). Dardar, Jusoh and Rosli (2012) and Nair *et al* (2016:113) indicate that employees might rather apply for external job opportunities if these come with higher financial benefits. Employees' decision to resign is influenced by two factors: their "perceived ease of movement", which refers to the assessment of perceived alternatives or opportunity and "perceived desirability of movement", which is influenced, for instance, by job satisfaction (Abdullah, Bilau, Enegbuma, Ajagbe, Ali & Bustani 2012; Longa, Ajagbe & Kowang 2014:99-100; Morrell, Loan-Clarke & Wilkinson 2004).

Moreover, external pull factors outside the library organisation such as the availability of attractive job alternatives have been largely overlooked to further understand employees' turnover intention (Mobley, Griffeth, Hand & Meglino 1979; Nair *et al* 2016:111; Price, 2001; Yan, Yue & Niu 2015; Zhang 2016:87). To contextualise this perspective, librarians may be attracted to external factors which could pull them to leave, as alluded to by these authors.

Even though there is an entrance of new librarians as a result of constant human migration and changing demographics within the public library sector profession, the potential loss of experienced librarians or veteran library knowledge base through turnover could cause disruption without some form of talent management. In addition, library employees are incredibly mobile today, and if they are not feeling fulfilled or they see opportunities for growth in their current work, they will go elsewhere (O'Bryan & Casey 2017: 2).

The availability of career advancement in terms of employment opportunities within the library sector, whether public, academic or special libraries, can affect organisational commitment and those librarians who strongly believe that they stand a good chance of finding another job may become less committed to the library organisation. There is a strong possibility that where employment opportunities are lacking, librarians tend to be highly committed to the organisation; as a result, membership of the organisation is based on continued commitment due to those employees comparing the risks of remaining or leaving the organisation; they weigh their options looking at what they will lose if they leave (Meyer & Allen 1997; Ramogale 2016:33).

2.5.5 Promotion and recognition

Promotional opportunity concerns the degree to which the job structures within the company are available to its employees. Employees who feel that they have equal opportunity to be promoted are usually more satisfied with their job (Spector 1997). Ngoepe and Jiyane (2015:72) feel that it is best to promote employees inside the library organisation when a job at a higher level becomes vacant because this empowers them. It also makes them feel it is worth taking responsibility and risk because this might lead to growth and promotion. Belete (2018) and Ahuja and Gautam (2012:17) describe promotion as an advancement of employees to a higher post with greater responsibilities and a higher salary, better service conditions, resulting in higher status. Promotion policies and their implementation, including whether promotions are frequent, fair and based on the ability, influence the satisfaction of the librarians (Coetzee & Schreuder 2010:249). They further suggest that unlike pay satisfaction, some employees may not want frequent promotion because promotion brings more responsibility and increased working hours.

Ramogale (2016:51) points out that promotional opportunities within the organisation are seen as a way to bind workers and employers, and ultimately it may promote trust across the hierarchical level. The author further stresses that promotion within an organisation is seen as an opportunity that offers an incentive for hard work, and although tied to monetary rewards, the promotion has a status-based, non-monetary component. For instance, if librarians do not see any opportunity for upward mobility at their current library positions, they become disenchanted and exhibit signs that they may be searching for alternative job opportunities. According to Frone and Yadley (2003), such signs include a change in an employee's mindset, usually from keen to apathetic; more leave days and extensive lunch breaks are taken; decrease in work performance standards; deliberate overlooking of deadlines, as well as an unwillingness to go the extra mile with regard to initiating new programmes for the library community.

In other words, employees consider it as fairness and justice in the workplace for their concerted efforts and performance output. Failure to reward employees who are excelling in their work and bringing in outsiders above them through an external recruitment system will create a sense of alienation from the organisation. According to Ogiamien and Izuagbe (2016:2), librarians in the public library setting are faced with the challenges of inadequate staff training and development opportunities, and poor career progression, resulting in low self-worth, which could have an adverse effect on their job performance and turnover intention.

2.5.6 Personal interactions

Yamazakia and Petchdee (2015:26) state that employees who have positive experiences when interacting with their supervisors are thought to increase their satisfaction with their supervisor. When an organisation or department has intricate interpersonal relationships, there are many small groups, and it may be complicated for employees to deal with the relationships with co-workers and managers, or workers who spend much energy on having relationships within the organisation are rather likely to leave the job (Zhang 2016).

Kgomo and Swarts (2010) stress that factors that correlate with the intent to leave are when employees are requested by supervisors to perform tasks that are considered to be against the code of conduct or ethical standards, when unfair employment practices are observed, when the employee has a major disagreement with the supervisor/manager, when the employee

experiences discomfort with the company culture and a sense of not belonging. Therefore, it seems the saying that “people leave managers, not organisations” is true (Muteswa & Ortlepp 2011). Emerging evidence shows that employees would rather leave their employing organisation if there are stressful relationships with their supervisors or managers. Nyamubarwa (2013:80) also asserts that a poor relationship with the management and co-workers could be considered as an important reason for employees to leave their jobs. Moreover, the comprehensive reviews of the turnover literature indicate that poor interpersonal relationships with supervisor and co-workers also attribute to the turnover phenomenon (Mitchell *et al* 2001).

In the study conducted by Denton (2013) entitled “Leadership styles of senior librarians in the City of Cape Town” has revealed that some library managers are failing to apply appropriate interpersonal skills which encompass elements of respect when interacting with their library staff. Librarians are of the view that they are being treated in a manner that indicates they do not possess any potential or are human beings with emotions. The author further elaborates that the way in which senior librarians treat and deal with their staff has an effect on how the staff members treat the community.

Similar sentiments are shared by Branham (2012), who reports that employees need to feel a sense of worth or recognition. When they are unrecognised, they feel devalued, and this might be one of the hidden reasons they leave their jobs. The author further suggests that employee turnover is not a single event, but a process that can take days, weeks, months, or even years. The unhappy, emotionally battered and demoralised librarians are unproductive and could spread this attitude to the library community that they serve. The literature and the author suggest that it is important for library leaders to be effective leaders, observe their behaviour and look at how they deal with staff issues in order not to compromise library service as a result of negative personal interactions.

2.5.7 Supervision and leadership

Kim, Kim and Rhee (2017:4) point out that although supervisory justice does not affect turnover, it indirectly affects employee turnover through organisation-employee relationship quality. Therefore, it is critical that supervisors relate to supervisory justice and job satisfaction by keeping employees informed about decisions or policies that would affect their relationship

with the organisation. Leaders who interfere too much in their employees' development, lead to lower productivity and also many talented employees leaving the organisation because they feel they cannot do their work unhindered (Uitzinger *et al* 2018:2). Leadership skills of supervisors have been noted as a factor that influences the work environment, employee satisfaction and therefore also turnover (Tapola 2016:12).

According to Wasserman and Yehoshua (2016), lowering of supervisory pressure on employees, including librarians, improves the facilitation of literacy programmes, storytelling sessions and teaching of information literacy skills, and strengthens co-operation of librarians, co-workers, library managers and teachers. The authors postulate that employees are willing to work hard if they are satisfied with their friendships with co-workers and managers, which leads to moral satisfaction with their profession, higher morale and lower turnover intentions.

The review of the literature indicates that there is a positive relationship between leadership styles and librarians'/employees' turnover intention in organisations, including public libraries. Leaders and their leadership styles such as the laissez-faire leadership style, autocratic leadership style and democratic leadership styles, are a critical factor in employee intention to stay or quit. This assertion is made on the basis that leadership styles can either encourage or discourage workers, which in turn, would influence their decision and at the same time increase or decrease their turnover intention in the organisation (Jerome 2017:34; Nwochocha & Iheriohanma 2015).

Belete (2018:2) indicates that leadership style is viewed as a specific behaviour applied by a leader to motivate subordinates to achieve the objectives of the library organisation. The authors add that leadership style has a very strong relationship with turnover intention. Furthermore, the author explains that employees are more prone to intentions to quit the job mainly as a result of autocratic leaders, whilst, on the other hand, employees under a democratic leadership style are less likely to have turnover intentions due to the collective decision-making approach of the leader.

Ng'ethe, Namusonge and Iravo (2012:301) concur that when employees are not satisfied with their leader's leadership, they will leave the organisation, but when they are satisfied with the leadership style, they will stay. The authors further state that leaders in the library organisation such as director, deputy directors and assistant directors are secret weapons in retaining valued

talent for longer, rather than to leave the responsibility of retaining well-performing employees in the hands of the human resources department.

A study conducted by Gwavuya (2011) and Sattar and Ahmed (2014) confirms that incompetent leadership results in low commitment, low job satisfaction and high turnover intentions. Leader-member exchange is expounded as the ability of a leader by means of implied meetings and cooperation with his subordinates. The focus here is on a relationship between the two people (dyadic relationship) at different employment levels. If this aspect is perceived as good, the turnover intention will decrease (Saeed *et al* 2014: 243).

Awan and Madmood (2010) highlight that when organisational leadership does not care about its staff, the staff morale drops. When the staff morale drops, the library performance drops and results in bad user experiences. This could lead to turnover intention as the management would not appreciate the poor library performance. The review of the literature suggests that employees will not stay in their jobs when they experience a lack of support from managers (Mobley 1977; Al Mamun & Hasan 2017:68). Al Mamun & Hasan (2017) aver that poor supervision or managerial skills could be improved by providing direction and feedback to mitigate the leading factors influencing employee turnover so as to foster excellent library service.

Longa *et al* (2014:102) report that supervisor undermining conditions is related to perceptions of leader hypocrisy, which then leads to employee turnover intentions. The results revealed general support of the author's hypothesis that supervisors' hypocritical behaviours do motivate staff turnover intentions. Therefore, it is imperative that librarians are encouraged to listen to employees and appreciate views, beliefs, perspectives and ideas which could be a solution facing the public library sector in this era, irrespective of the job designation level.

Where a supervisor or manager has a positive attitude towards the employees and treats them respectfully, the employees will remain in the organisation, and the turnover intention will be minimal (Ng'ethe 2012). According to Jerome (2017:67), an autocratic leadership style is an authoritarian style of leadership. The leader is autocratic in all ramifications, and the leader makes decisions without consultation or participation by other library staff. The leadership style adopted by a leader at one point or the other will affect the job satisfaction and turnover intention of librarians in libraries, including public libraries.

2.5.8 Training to develop and utilise new skills

Training is the best reward that library organisations give employees. At the same time, training is an important premise of staff promotion and self-development (Onah & Anikwe 2016; Zhang 2016:88). Therefore, skills utilisation within various sections of the library directorate has a huge impact on turnover intentions since it gives employees a better chance to enhance and develop their skills base.

Growth, advancement and opportunities skill utilisation decrease turnover intention by a high degree because employees have opportunities in the organisation to improve themselves (Bushra 2013:73; Sattar & Ahmed 2014). Similarly, Rai (2014) and Omeluzor, Dolapo, Agbawe, Onasote and Abayomi (2017:5) indicate variables that influence the turnover of employees are when work is deemed boring, non-value adding, less opportunity to grow and learn, and a lack of recognition or appreciation of one's skills. According to Mitchell and Zatzick (2015), skill underutilisation is positively related to turnover.

2.6 Implications of turnover intentions for the provision of library services

This section discusses the impact of turnover on the provision of libraries, namely: loss of knowledge and knowledge transfer challenges, decreasing morale and productivity, disruption of library organisational operations, decreasing customer service and quality of library service, shortage of skilled and qualified librarians, and finally, direct and indirect costs on the library organisation. The literature indicates that employees are important assets of an organisation as they contribute to its development and success. Conversely, high turnover is very destructive for any organisation such as a library (Biswakarma 2016:11).

2.6.1 Loss of knowledge and knowledge transfer challenges

The departing of employees does not only risk destroying valuable organisational knowledge at individual and social network levels, but may also disrupt established procedures, routines and the organisational culture (Belete 2018; Schmitt, Borzillo & Probst 2012:59). Employee turnover is a major problem for all organisations, including public libraries, as loss of employees leads to loss of skills and knowledge (Alias *et al* 2018:252; Monama 2015:1). It is to any organisation's economic advantage to make sure it attracts and retains workers with

good skills, knowledge and experience (Van Staden & Du Toit 2011). The loss of knowledge caused by employee turnover negatively correlates with organisational characteristics such as the library organisation's competitiveness and the organisation's performance capabilities (Hayes 2015:18; Pienaar & Bester 2008)

According to Maluleka and Ngoepe (2018:2), the death and resignation of the most senior and experienced employees, including librarians, may have devastating implications for the library organisation and community, especially those services that depend on the expertise and talents of that particular employee. Therefore, failure by the library organisation to manage and retain valuable knowledge that can have detrimental effects on organisational operations through sharing among individuals and transfer takes place between individuals, library team members and library sections or units. Furthermore, turnover intentions by those employees that possess tacit and explicit knowledge are disadvantageous and detrimental to any library organisation, whether public or academic, to fulfil its mandate (Durst & Wilhelm 2013).

Even within public libraries, tacit knowledge is sticky and does not necessarily flow without difficulty, unless the individual possessing the tacit knowledge also moves (Szulanski 1996). If the movement of specialised knowledge and within-library tacit knowledge is difficult for librarians who are loyal and committed to the organisation, with no intention of quitting in the near future, its transfer or sharing across library sections is likely to be even more challenging. However, the challenges still remain toward the diffusion of this tacit or human embodied knowledge at the organisational level. Wamundila and Ngulube (2011:2) argue that drivers of knowledge loss are: employee turnover and mobility, changing workforce demographics and profiles, and lack of knowledge documentation.

Makhubela and Ngoepe (2018:1) stress that organisations, with no exception of the public libraries, are losing organisational knowledge because of employees' resigning, retiring, attrition, and so forth. This leaves the organisation with a shortage of qualified, senior, experienced employees to meet educational, cultural, information and socio-economic needs through information provision. The authors further state that the situation is compounded by the shortage of skilled, younger employees who can replace the experienced, old employees when they retire or resign.

Szulanski, Ringov and Jensen (2016:306) point out that:

“... through communication, a knowledge source can articulate its own viewpoint and reveal implicit rules and assumptions, thereby externalizing secreted tacit knowledge that is otherwise hard to communicate, whereas knowledge recipients can slowly internalize it”.

To put this into context, it is important to take into cognisance that organisational culture and trust which promote an open communication may create favourable climate for knowledge sharing. Librarians would then be able to freely and openly share their knowledge pertaining to the library programmes and services without engaging in knowledge hoarding behaviour.

2.6.2 Decreasing morale and productivity

Low workplace morale refers to the feelings employees have towards their jobs, and it is crucial to an organisation's success, including libraries. Low employee morale can hinder the organisation from achieving its strategic objectives and could lead to low productivity (DeFranzo 2013; Surji 2013:53). It is critical that library management should be bold enough to address the turnover intention issue because of its negative impact on the organisation in general, as it also reduces the productivity of the organisation, disrupts teamwork, and decreases the morale of the remaining workforce as well as the image of the organisation (Ali 2008:240; Alkahtani 2015:152; Des & Shaw 2001; Kessler 2015; Jerome 2017:16; Kyumana 2017:80; Ngo-Henha 2017:2740). From this discussion, it could be suggested that dissatisfied librarians are more likely to develop turnover intention, and may create problems for their organisation instead of solving its problem.

For instance, if dissatisfied employees remain in the library organisation, they may get involved in counterproductive activities such poor service (i.e. poor service to ECD teachers and primary schools in relation to reading development programmes such as Story Skirmish and Battle of the Books), destructive rumours and sabotage of equipment (Ali 2008:240). New employees such as librarians require time to handle new job responsibility with no productivity expected during this period.

Productivity could be hampered if the organisation does not fully understand the effects of high employee turnover. According to Buck and Watson (2002:176), when turnover is flawed, the

workforce's morale and productivity will be low, and clients will have undesirable perceptions of library persona.

According to Yaya, Opeke and Onuoha (2016:11) and Leviticus (2014) dissatisfied employees, including public librarians, are unproductive ones. Therefore, it is imperative to understand turnover intention and job satisfaction levels of librarians in order to increase a positive mood towards their job performance. On the other hand, employees' negative attitudes would affect the level of their productivity in relation to the quality of reference services, low-level circulation, decreasing number of catalogued items and so forth.

According to Blau (1994), recently supported by Ramogale (2016:53-54), there are three specific types of lateness behaviour which are categorised by pattern, frequency, and duration, namely: unavoidable lateness, stable periodic lateness and increasing chronic lateness. For instance, it is imperative to note that increasing chronic lateness is associated with lower job satisfaction, lower job involvement, and lower organisational commitment, as well as turnover intention. The employees may come to work late as a mechanism or tactic to communicate the message of job dissatisfaction or unhappiness with specific reference to co-workers who quit the organisation. Their actions may affect staff morale of other employees.

Iqbal (2010:278) asserts that high staff turnover can affect the productivity, quality and cost-efficiency of organisations such libraries immensely. Additionally, low productivity may arise due to an increasing workload attributed to understaffing and the inexperience of fresh employees. For instance, owing to staff shortages, the librarians may be expected to assume additional work responsibilities which may lead to an increased workload and administrative burden, and adverse effects on enhanced operational efficiency.

Munro (2007) considers absenteeism as a huge problem as it affects service delivery, puts pressure on those employees who are working, and could lead to loss of revenue as employees may disregard library tariffs and by-laws. This reflects that employees who have an intention to leave their organisation tend to avoid going to work, which negatively affects the organisation.

For example, librarians' turnover sends a negative perception of the organisation that it does not value the employees. Librarians could spend the maximum time discussing turnover

instability, and such tendency decreases the overall productivity of the organisation. The consequences of turnover impact the productive capacity of an organisation, which inhibits both short- and long-term performance with regard to increasing equitable access of library services to the community (Heavey, Holwerda & Hausknecht 2013; Tellez 2014:2).

According to Paré and Tremblay (2007), presenteeism occurs when an employee shows up for work but works in a limited capacity. Presenteeism is seen as a result of psychological reasons such as when an employee just sits at their desk and stares off into space, or spends increased time leisurely surfing the internet or social media, instead of accomplishing work tasks. Additionally, a study conducted by Paré and Tremblay (2007) found that there is a negative relationship between organisational commitment and turnover intention. Employees, including librarians, who have intentions to leave the organisation tend to have lower commitment than their co-workers.

To contextualise this, librarians may decide not to intensify efforts to market library programmes and services. Research conducted by libraries reveals that one of the primary reasons why more library customers are not using library services is that they are not well informed. Thus the lack of marketing initiatives and strategies to create brand loyalty, so that library customers look to the library to meet their information needs and repeatedly take advantage of the library services, programmes and collections. Furthermore, this could lead to decreasing circulation, use of electronic resources and reduction in usage of reference sources, which may create a perception that the value of public libraries is somehow diminishing (Reid 2017).

2.6.3 Disruption of library organisational operations

Ogulana and Okunlaya (2013) and Siahaan (2017) reiterate that employees, including librarians, are considered human factors that are the hub and backbone of each organisation and play a critical role in determining the success of the vision and mission of the library organisation. The authors further assert that in every aspect of managing, planning, organising, leading and controlling human factor involvement is needed to accomplish organisational objectives. According to Bopape, Dikotla, Mahlatji, Ntsala and Makgahlela (2017:1), the public libraries are indispensable institutions that contribute towards the socio-economic

development of every citizen in every country by providing access to information. However, turnover, in general, may be disruptive or harmful to the library operations, as the real but unmeasured costs or losses of customer service continuity or critical implicit knowledge are never calculated, disrupting the established culture (Biswakarma 2016:11; Holtom, Mitchell, Lee & Eberly 2008:236; Shaw 2005; Tapola 2016:14; Tellez 2014:2). The success of organisations, including public libraries, depends on the quality of the employees, and failure to minimise turnover could hamper the library organisation in achieving strategic objectives (Pepra-Mensah *et al* 2017:46)

According to Ogiamien and Izuagbe (2016:2), librarians in the public library setting are faced with the challenges of inadequate staff training and development opportunities. Poor career progression and turnover intention result in low self-worth, which may have an adverse effect on their library job performance. Davidson, Timo and Wang (2009) and Monama (2015:6) share the views of Ogiamien and Izuagbe (2016) that employee turnover is a challenge for libraries as it impacts on organisational performance. Even if library management prioritises staff recruitment, they may fail to improve organisational performance or competitiveness because the supply of librarians may not possess high skills levels (Teagarden, Meyer & Jones 2008). In addition, some graduates are not suitably trained to meet the demand for high skills level (Yahya & Kaur 2010).

Ongori (2007:50) observes that in organisations where there is a high level of inefficiency, there is also a high level of staff turnover. Therefore, according to Campbell-Hicks (2016:121), librarians and public libraries play a role by reaching out to the community, providing a variety of programmes, working inter-generationally and developing a national culture of reading. The library organisation would not be in a position to fulfil its mandate due to employee turnover as closely associated with a high level of inefficiency. Karatepe and Shahriari (2014) point out that those employees with high levels of turnover intentions have low morale, deliver poor services and erode service recovery efforts. As highlighted in the background in the statement of the problem to this study, a high level of turnover of librarians and a lack of effective retention strategies may make it very difficult for library services to remain sustainable, and the library organisation may be unable to support service delivery due to inadequate skills and shortage of experts (Ngoepe & Jiyane 2015:69).

The dysfunctional turnover of librarians, with specific reference to those occupying senior positions, may negatively affect the delivery of library services and attainment of library objectives. It is imperative that the library organisation reduces higher turnover intention among these cohorts of librarians to reduce knowledge loss in areas, such as strategic planning skills and managing of operational and capital expenditure budgets. Furthermore, the capacity to implement library programmes could be impaired due to the loss of institutional memory or intellectual capital.

Employee turnover is considered to be a hindrance to achieving high levels of productivity and efficiency in organisational operations (Deery & Shaw 1997; Kim 2014:57). Employees are an imperative source of success or failure of any organisation. Thus, for the library organisation, it is crucial to acquire the right calibre of employees and, at the same time, sustain them for organisational success (Ahmed & Nawaz 2015).

The voluntary turnover phenomenon could lead to public libraries failing to meet the ever-changing needs of the library users, and to reach certain predetermined targets set by the Department of Arts and Culture and Gauteng Department of Sports, Arts and Culture which include:

- improved culture of reading
- transformed and equitable library and information services delivered to all urban communities
- improved staff capacity at urban libraries to respond appropriately to community knowledge and information needs (Bopape *et al* 2017:2).

Furthermore, failure to retain or minimise turnover intentions of the experienced and skilled librarians with credible institutional memory and proven track record of working within an intergovernmental structure and bid specification and bid evaluation committees (procurement of library service and products), may disrupt the programmes and other projects aimed at fast-tracking library service delivery to marginalised and underprivileged communities, as well as privileged communities.

Furthermore, the loss of experienced employees affects not only human resource management, but also the functional operations and the capability of the library organisation to engage

effectively and without problem in information provision activities (Bairi, Manohar & Kundu 2011:43; Makhubela 2017:2).

In terms of the Gauteng Public Library and Information Services Act, No. 5 of 2014) (Libraries Act) public libraries fulfil responsibilities which include the following:

- Promote a culture of reading with the object of building a nation of life-long readers.
- Implement special measures to ensure equitable access to services.
- Provide services in a manner that facilitates, promotes, and develops information literacy and electronic communication and technology skills of library users, particularly people with disabilities and young children.

Therefore, the performance of the library to achieve these objectives or responsibilities as outlined in the Libraries Act is dependent on the retention of skilled librarians, and therefore the high turnover could derail the library for achieving the strategic objectives. In addition, public libraries play a critical role in enhancing the concept of lifelong learning for the underprivileged and disadvantaged communities, promoting reading and literature in all ages and the whole of society, acting as an enabling scaffold for the youth to pursue independent studies and lifelong learning, participating in entrepreneurial programmes, fighting high illiteracy rates among adult blacks in South Africa, bridging the digital divide in poor communities and developing countries, and lastly, complementing educational programmes by providing the curriculum-related needs of learners and teachers (Hart 2016: 2; Mkeni-Saurombe & Zimu 2013:42; Mojapelo 2017:4-52; Nassimbeni & May 2006).

However, the library organisation would not achieve its objectives and goals, and would not be able to render the library services effectively if the library's key human or intellectual capital such as librarians and library management are not well-trained and properly equipped with the necessary competencies, and if they show lower commitment, low motivation and higher turnover intentions (Adeoye 2017:34; Fourie & Meyer 2016:423; Ramogale 2016:1).

2.6.4 Decreasing customer service and quality of library service

Turnover leads to a shortage of librarians required to deliver library services and programmes and turnover forces libraries to appoint new librarians or relief worker, which would lead to

incoherence in the delivery of service standards of scientific achievement (Ekabu, Kalai & Nyagah 2018:170). Ledwaba (2018: 37) and Nejati and Nejati (2008:574) explain the concept of service quality in the library as the difference between library users' expectations and perceptions towards service performance. The service quality is about what public library users receive from public library services that lead to their behaviour and satisfaction towards the services (Ledwaba 2018:37).

As turnover increases, the quality of services rendered decreases because it is not easy and quick to replace employees that leave (Alkahtani 2015). Additionally, turnover has a negative impact on employee-customer relationships as, generally, long-tenured employees develop personal relationships with library customers. Surji (2013:54) asserts that turnover can harm customer service and quality, which in turn could influence the risk of the loss of long-term customer relations that the library invested in with researchers and students using the public libraries. However, it should be noted that in some cases, turnover may be positive. For instance, if a non-productive and less committed employee leaves, the impact will be positive since the possibility of termination is non-existent. Furthermore, opportunities for other employees could arise from the change, and the library organisation could hire an employee with a superior skill level to strengthen and improve the quality of service (Lau & Albright 2011).

The libraries may not have sufficient knowledge and skills to leverage and incorporate new technological developments into their library instruction programmes, their web presence and reference services, and this may lead to poor delivery of quality services. The libraries, as well as public libraries, aspire to remain relevant as premier suppliers of information that attract and engage their users (Ngcobo 2016:2-3). Therefore, it is imperative to note that failure to improve library services to current library users while also reaching out to potential library users (net generation, millennials, digital natives) as required by "Batho Pele" principles or "People First" (1997) may negatively affect the image of the libraries to the community.

Public libraries are expected to retain librarians classified as digital natives because of their sound knowledge of and expertise in information and communication technologies such as the internet, which is an indispensable part of our modern life across generations. Against this background, these librarians should be retained to mitigate the decrease in the quality of library services by integrating information technologies (i.e. internet, eResources, social media) in

reference, research and related library programmes or by generally utilising the internet as a tool to benefit community members by enhancing access to a broad range of information in order to enhance academic productivity (Salubi, Muchaonyerwa & Nekhwevha 2018:128).

Turnover reduces organisational capability as new employees are still adapting to the new environment and policies, with specific reference to a lack of experienced and skilled employees to make an important contribution to stimulate the organisation's innovative behaviour required to benchmark library services with international best practices in order to exceed customers' expectations (Longa *et al* 2014:100). The most common challenge for today's library service relies on excellent service quality and high customer satisfaction. Due to the positive job satisfaction, service quality and customer satisfaction, the turnover intention may be associated with negative job satisfaction and high levels of customer dissatisfaction (Kermani 2013:107).

In other words, the levels of service quality and customer satisfaction could decrease due to turnover intention. Absenteeism is a huge problem as it affects service delivery. Similarly, librarians' turnover intention has been a serious problem of organisations regardless of their size (e.g. community, branch and regional libraries) and location as the effect of high turnover intention on organisational objectives has a negative impact on the quality of library services and programmes (Long & Thean 2011). Alawiye and Okunlaya (2013:144) point out that "a stressed up and dissatisfied employee cannot render efficient and effective services to patrons." In other words, library customers are highly unlikely to expect excellent customer service, in particular relating to reference, research project, information literacy, and story-telling sessions, among others. High employee turnover could undermine the quality of service delivery of public library organisations within the local government departments (Ramogale 2016:1).

2.6.5 Shortage of skilled and qualified librarians

Public and community libraries are regarded as platforms to consolidate the educational activities of teachers and learners (Silbert & Bitso 2015:53). Therefore, the shortage of skilled and qualified librarians may compromise the significant role that libraries play in the South African educational landscape, fighting various forms of illiteracy in improving the socio-

economic development of the nation. Public libraries have a major role to play in bridging the digital divide (Fourie & Meyer 2016:423; Mojapelo 2017:5).

For example, the City of Johannesburg Library and Information Services (2018) published the *Strategic Framework for the Delivery of Public Library Services* which states that the public library services of the city are completely understaffed to cater for all the requirements of good service delivery. It further highlights that at any given time in the past ten years, the vacancy rate for frontline staff at the library service points fluctuated between 35% and 45%. This implies that at least 30% of the libraries are capacitated with unprofessional/unqualified staff at any given time. The high turnover of librarians means that the library organisation is experiencing a loss of talent required to assume key leadership positions and mould the future of public libraries (Nair *et al* 2016). The consequences of turnover within a public organisation include loss of human and social capital, which may inhibit the attainment of strategic organisational objectives (Hancock, Allen, Bosco & Pierce 2013; Hayes 2015:22).

A high turnover of staff leads to high costs for the organisation as well as financial losses. These include costs that can be seen and those that are not as direct. The principles of “Batho Pele” (1997) entail respect, redress, ensuring courtesy, providing information, setting service standards and consultation. Within the context of the “Batho Pele” principles, employee turnover may gravely hinder effective and efficient customer service. Okoye (2017:64-65) indicates that ineffective retention strategies such as poor salaries, lack of career promotion opportunities and performance bonuses as some of the main challenges faced by librarians in providing access to library services and dwindling performance of librarians in this changing dynamic environment

The success of an organisation, including libraries, is not dependent on the number of the employees such as librarians, but depends highly on the quality of the staff (Nawi, Ismail, Ibrahim, Raston, Zamzamin & Jaini 2016:148). In the event that the turnover intention situation is not improved, libraries are more likely to be managed by inexperienced librarians without requisite technical and managerial skills which could have deleterious effect on the standards of library services.

Community libraries also fight illiteracy because they offer reading and writing programmes, and competitions such as Battle of the Books, Skirmish and spelling bee to encourage learners

to acquire reading and writing skills. They also provide story-telling sessions to children (Mojapelo 2017:7). “Lack of well-trained and competent librarians” hinders libraries from effectively rendering their services (Fourie & Meyer 2016:423). Moreover, turnover of librarians in the COJLIS is one of a host of challenges and contextual realities that could prevent them from effectively carrying out their mandate, which is being “street corner universities” of knowledge, information, and education, and technological centres for the community. Empirical evidence reports that organisations that offer its employees a performance-based compensation receive in return committed employees who are prepared to keep their employment relationship with their employer for a long period (Coffie, Boateng & Coffie 2018:173).

2.6.6 Direct and indirect costs on library organisation

The negative consequence can be seen from two points of view: direct and indirect costs. Turnover is associated with enormous organisational monetary and non-monetary costs incurred due to employees quitting or leaving their jobs because recruitment, advertising and training of new employees are costly and expensive to the library organisation (Ali 2008: 240; Belete 2018; Maqbool & Murtaza 2012; Nasurdin *et al* 2018:24; O’Connor 2018:3; Taskiran 2017:75). Long, Azami, Kowang and Fei (2016) and Oosthuizen *et al* (2016:446) further highlight that employee turnover will lead to a negative impact on the organisation, especially in the area of finance in the organisation, while it also affects the organisational performance, programmes and services.

Public libraries are currently operating in the environment characterised by factors such as budgetary constraints, insufficient government support, unrealistic expectations to provide library service. Subsequently, the use of resources in these libraries is overstretched, increasing their wear and tear (Hart & Zinn 2015; Mojapelo 2017:4). A high turnover of employees could erode the organisation’s financial strength through the allocation of extra funds for employing new employees such as librarians, other than improving service delivery (Ekabu *et al* 2018:170; Loeb, Darling-Harmond & Luczak, 2005). Employee turnover has been argued to have a detrimental effect on revenue and expenses in management and has been addressed as a serious operational and strategic challenge (Kim 2014:57).

In case the library organisation manages the turnover of librarians to satisfactory levels, the savings from the salaries budget may be transferred to another budget such as for book and electronic resources; the implementation of other eLearning projects (digitisation) aimed at improving library services; and for better quality, efficient and effective research other than replacing librarians on a continuous basis.

According to a report by Baro, Seimode and Godfrey (2014:162), a lack of proper funding to provide library information resources has affected the performance of librarians in rendering quality services to users of the library. However, curbing of high turnover may lead to cost savings (e.g. recruitment, training and induction), and savings could be used to procure information resources to satisfy community needs. Nagadevara (2012:70) as well as, Makhubela and Ngoepe (2018:3) maintain that the loss of employees in the organisation results in increased costs such as the cost of having a position remaining vacant, the cost of hiring a new librarian, the time and cost related to training novice librarians, the cost related to the loss of knowledge and productivity.

2.7 Talent retention strategies in public libraries

Employees are the most important asset of the organisation, and it is a major challenge for the organisation, including public libraries, to retain its workforce because much costs are incurred on them directly or indirectly (Bandhanpreet *et al* 2013:1219). Employee retention plays a crucial role in preventing competent employees from leaving the library organisation, as this could possibly have adverse effects on productivity and service delivery (Ng'ethe *et al* 2012:298). According to Robyn (2012), talent retention has become a major concern for the public library sector because of an aging workforce and limited prospects of recruiting and retaining young, talented individuals. The benefits of strategic talent management in public libraries are countless. In an era of constant change due to evolving technologies; dwindling financial support from the government, complicated by unfunded mandate; and diverse user expectations, libraries face questions about their relevance and demands for innovation. By ensuring that the librarians are the right fit and developing them into engaged and empowered professionals, libraries can build the workforce needed to meet the needs of our communities now and in the future despite challenges and risks (O'Bryan & Casey 2017: 12).

2.7.1 Mentorship programmes and succession planning

According to Lefika and Mearns (2015:27), mentoring is a relationship between two individuals which focuses on guidance and learning. In order for learning to take place, knowledge, experience and wisdom must be shared and so mentoring forms as a platform for this sharing practice to happen. In most common cases, the mentor is usually an individual with much experience who then takes this experience and sows it back into individuals who are less experienced.

The object of the mentorship programme is to give new employees knowledge about the way the COJLIS does certain things. In order to enhance knowledge retention through mentorship programmes, a clear regulatory framework with clear guidelines, targets and evaluation mechanisms is needed (Ngulube & Dube 2013:6). A common finding in the turnover literature is that mentoring is considered to be one of the retention strategies aimed at curbing turnover intention for the young employees (Aruna & Anitha 2015:95; Munde 2010; Topper 2008).

Mentors have the opportunity to share their knowledge, wisdom, experience and insight into how things are accomplished; give back to the organisation; build trust through increased communication, and are recognised as outstanding mentors (Liebowitz 2008:18).

Busch, Venkitachalam and Richards (2008:46) aver that organisations, including libraries, rely on experienced employees to take up management and strategic positions and, at the same time, ensure that junior librarians learn from the experienced managers and other library experts. The learning process and transfer of critical tacit work-related knowledge between experienced employees and inexperienced employees will position the library to support succession planning.

According to William. (2015:1-4), succession planning is a process generally used to identify, train, and prepare selected employees to fill key leadership roles within the organisations. For example, when baby boomers (1946-1964) such as executive director, library directors, chief librarian, and principal librarian in senior management position retire. A review of the library literature reveals a range of meanings for succession planning such as the fairly specific meaning: a process of ensuring that qualified persons are available to assume key leadership positions or deemed to be of some significance should these positions become vacant due resignation, retirement and termination, among others. Ngoepe and Jiyane (2015:67) share the

sentiments of William (2015) that proper mentoring can contribute to successful succession planning as it ensures that there is a well-equipped pool of suitably experienced library talent for internal recruitment.

Sloan (2007:776) describes succession planning as an attempt to have “the right leaders in the right place at the right time”. In case there is turnover at higher-level positions in the library organisation, succession planning can be part of a broader strategy to provide continuity, ease management transitions, and perpetuate the organisation. Galbraith, Smith and Walker (2012) believe that libraries need to make succession planning a priority or strategic plan in order to minimise the turnover impact on the delivery of library services.

Hawthorne (2011:12) proposes an approach to succession management which focuses on development rather than a replacement: “If your program focuses on continual empowerment and development of talent within your library organisation, you are more probable to reap the benefits than if the program focuses on specific job titles and responsibilities”. Hall-Ellis and Grealy (2013:587) share the views expressed by Hawthorne (2011) that, among other benefits, succession planning allows an organisation to identify, develop and empower individuals who have leadership potential.

2.7.2 Career management, developmental opportunities and skills training

Arnold (1997:19) and Taskiran (2017:74) define career management as “attempts made to influence the career development of one or more people”. Organisational career management consists of the policies, programmes and practices, and any other developmental initiatives designed to enhance the career effectiveness of employees, and thereby to improve organisational effectiveness (Taskiran 2017:74). Organisational career management practices such as promotion and succession planning play an important role in employees’ career planning decisions and career development processes. The authors further point out that the availability of career management systems aid to heighten employees’ perceptions so as to reduce their turnover intentions (Taskiran 2017:75). Employee training refers to a planned effort by the library organisation to facilitate employees’ learning, retention and transfer of job-related behaviour (Riggio 2016:157).

Kong, Cheung and Song (2012:712) share a similar view as Taskiran (2017), that perceived organisational career management, which is also known as “organizational support for career development”, refers to the programmes, processes and assistance provided by organisations to support and enhance employees’ career success. The main rationale behind implementing organisational career management practices is to fast-track processes aimed at meeting employees’ career needs, providing appropriate career opportunities and improving the career effectiveness, career competencies, and career satisfaction of their employees.

Letchmiah and Thomas (2017) report that developmental opportunities, training and meaningful work are key factors in retaining high-potential employees within organisations such as libraries. Nzukuma and Bussin (2011:5), supported by Nzimande (2012:369), feel that employees want to do training on an ongoing basis to develop professionally and they want to be exposed to roles in the organisation that are involved in decision-making at a higher level. Training and development are significant factors for the development of Gen Y careers and are also a retention tool for the millennials (PricewaterhouseHouse Coopers 2008). Furthermore, staff training is considered as an indispensable strategy for motivating workers (Baro *et al* 2014:167).

In the same vein, Johennesse and Chou (2017:50) point out that training is valuable for skills development and performance improvement, because it may create the perception of management interest and support. Another feature of training relates to role clarity, resulting in the reduction of job anxiety, which may further impact employee retention.

For example, the City of Johannesburg’s Career Development Policy (2012) requires each employee, irrespective of the department, to have a career development plan which will talk to the goals and the set competency levels. The individual learning plans (ILPs) and career development plans (CDPs) for training are developed in line with the performance management policy for all new employees within the first three months of employment, and during the discussion of the scorecards by the employee and the immediate supervisor/manager.

CDPs serve as a reference for determining education, training and development. In the subsidised education section, the training and development policy provides what and how financial assistance is offered to employees for self-development, and for external learning programmes, such as degrees or diplomas. Librarians are allowed to register with the accredited

higher educational institutions for any programmes (preference is given to those studying library and information science qualification), and tuition fees are covered by subsidised education. The following are types of career development interventions that the COJLIS offers:

- Acting appointment – Line manager may recommend an employee or rotate employees to act in a higher vacant position.
- Job rotation – The staffing possibility and opportunity for exposing employees to different library environments and variety in skills utilisation.
- Promotions and transfer – Promotions and transfers offer career advancement opportunity in higher positions or different positions and environment (Career Development Policy 2012:7).

The study conducted by Birt, Wallis and Winternitz (2004:27) resonates well with this current study where variables such as challenging and meaningful work, career advancement opportunities, empowerment and responsibility (e.g. task identity) and new opportunities/challenges are found to impact on employee retention.

The career orientations of employees may have significant implications for their job satisfaction, retention factors and motivation. Omeluzor *et al* (2017:2) emphasise that for the library to achieve its goal of providing information and access to its users, skilled librarians play a major role.

The International Federation of Library Association (IFLA) Public Library Service Guidelines (2010:89) state that:

Training is a vital element of the activities of a public library. There must be a planned and continuous program of training for librarians at all levels, which should include both full-time and part-time staff. The rapid developments in information technology make the need for regular training even more essential, and the importance of networking and access to other information sources should be included in training programs.

The traditional skills of librarianship and digital skills be should merged and developed in order to satisfy the information needs of the 21st-century patron (Abayomi 2017).

The conditional grant is a project of the Department of Arts and Culture (DAC) that was established in 2007 with the aim of ensuring library development in South Africa and improving the skills of librarians, among others (Mnkeni-Saurombe & Zimu 2013). The librarians at the COJLIS have benefitted from the DAC training.

2.7.3 Job enrichment

The job characteristics model and Herzberg's theory, which are job design theories of motivation, gave rise to an approach used to redesign jobs and in this way, motivate employees. This intervention strategy is referred to as job enrichment, and it involves redesigning jobs to give employees greater responsibility in the planning, implementation and evaluation of their library operations. Librarians in various libraries may be given the responsibility of planning and implementation of entrepreneurial workshops and employment skills without direct supervision of their managers.

The job characteristics model is still popular today and is being used in public libraries. The review of the literature reiterates that enriched jobs are likely to yield higher organisational commitment. For example, Hart (2014) employed the Job Characteristics Model (JCM) in the study of job satisfaction in Cape Town's public libraries. The findings revealed high levels of satisfaction, with a sense of meaningfulness and a belief in the developmental value of libraries in the communities. Hackman and Oldham's Job Characteristics Model (JCM) argues that designing *enriched* jobs, which allow some autonomy, skill variety and sense of meaningfulness, is the key to job satisfaction, motivation, reduced turnover, as well as improved performance (Hart 2014:379).

Hackman- Oldman job enrichment theory states that employees must experience three important psychological states to be motivated and achieve a high level of job satisfaction, namely employees must perceive their work as meaningful, associate a sense of responsibility with the job, and have some knowledge of the results of their efforts (Amos 2017:388). They further highlight five core job characteristics which contribute to an employee's experience of the three psychological states:

- Skills variety: the degree to which a job requires the employee to use a variety of abilities and skills to perform work-related tasks. A job that demands a range of skills is likely to be perceived as challenging and meaningful.

- Task identity: the degree to which a job requires the completion of an entire job or function. The worker needs to see the observable outcome or product of work efforts.
- Task significance: the degree to which a job has a substantial impact on other employees within the library organisation, such as co-workers, and people outside of the organisation, such as library clients.
- Autonomy: the degree to which the job gives the employee freedom and independence to choose how to schedule and carry out the necessary library tasks.
- Feedback: the degree to which the job allows the employee to receive direct and clear information about the effectiveness of performance (Amos 2017:388).

The above environment enables the librarians to incorporate dimensions of the job characteristics model such as autonomy, task identity, task significance and skills variety in the job responsibilities. Casey and Robbins (2010:78) indicate that the job characteristic model specifies how individual differences and job characteristics interact to affect satisfaction, motivation and productivity of individuals at work. The authors further argue that this model has been found to considerably improve job satisfaction, productivity and output, and reduce turnover and absenteeism.

In accordance with the city's performance management system (2012), informal coaching can take place as part of the daily routine as a mechanism designed to provide feedback to the librarians. It can be as simple as helping others accomplish something or a "pat on the back". Managers may not even recognise that they are doing it, as it is so much part of the daily routine. Likewise, formal coaching, which generally occurs in a meeting format, usually with a pre-arranged time and date, for which both parties plan should be conducted regularly.

According to DeCenzo and Robbins (2013) and Coffie *et al* (2018:174), performance management or appraisal system are used for three main purposes in organisations such as libraries, namely: it gives feedback about a worker's performance to both the worker and his organisation; it is used as a tool to develop an employee's skills gap and improve their performance and is used as a term of reference for future decision purposes. For example, through its lateral transfer system, librarians in the library organisation are being rotated to work in different libraries and sections, and undertake reading development programmes, eLearning programmes, cataloguing and reference services. These variations, which entail working with different community members and also providing excellent library service, may

make job content interesting and challenging. Therefore, librarians who prefer a challenge in work will be happier in jobs that are more complex.

2.7.4 Fair and merit-based compensation and benefits

Job satisfaction is the process of ensuring that employees are fulfilled in their work, both mentally and personally. Job satisfaction caters for different aspects of employees, as they give importance to personal life in work-life balance, high salaries and immediate rewards (Weyland 2011). Butt and Jinnah (2008:184) and Ongori (2007:53) are of the view that rewards and compensation positively reduce non-management employee turnover. Aruna and Anitha (2015:96) share the views expressed by Weyland (2011) that employees, in particular, young employees, want more extrinsic rewards such as overtime payment, possibilities to balance their work and personal lives, and fringe benefits. They also expect high salaries by the time they reach the age of 30 years.

Empirical evidence reports that organisations that offer its employees performance-based compensation in return get committed employees who are prepared to keep their employment relationship with their employer for a lengthy period (Coffie *et al* 2018:173). Hence, in exchange for a favourable working environment or conditions of service, employees feel compelled to reciprocate such organisational policies with their loyalty and commitment.

For instance, in accordance with South African Local Government Bargaining Council's Main Collective Agreement 2015-2020, librarians receive benefits such as encashment of annual leave once in each financial year, long service bonus and subsidised education which includes study and examination leave, four months' paid maternity leave, special leave (e.g. for attending training and conferences), medical aid benefits, home owner's allowance and family responsibility leave. A balanced remuneration mix plays a critical role in retaining high performing employees, including librarians, in order to enhance library service delivery (City of Johannesburg's Mahungu Ya Vativhi/ Employee News 2019). In other words, the employees should be compensated in line with their work performance standards, and review of salaries could also incorporate the performance management framework so that every employee is remunerated accordingly.

More concretely, Bamgbose and Ladipo (2017:45) stress that salary and wages, and financial incentives (e.g. encashment of annual leave and long-service bonus) are among the

motivational parameters that have an influence on performance excellence, higher productivity, morale boost and higher job satisfaction levels of the librarians, which may have a significant positive correlation with higher retention level and low turnover intention. The author further avers that no organisation may fulfil its major responsibility of facilitating library services and delivery without librarians who are regarded as one of the most important human resource elements in every organisation.

2.7.5 Supervisor/management support

Supervisory or management support relates to the perceived support the librarians receive from their supervisors and managers. Inclusive style of management is a wholesome management style which encompasses all the benefits that the employees need. Employees stay in an organisation based on constructive management, respect and engagement (Weyland 2011).

Basford, Offermann and Wirtz (2012:202-203) and Makhubela (2017:39) contend that supportive leaders or supervisors can help with the reduction of the staff turnover such as within the library organisation because employees who feel that their leaders value their assistance will stay in the organisation. Additionally, the authors are of the view that supportive supervisors may be attracted to organisations with a reputation that they have highly supportive senior leaders, and supportive leaders may be more likely to hire supervisors that they believe share their core values regarding supportive staff.

Khan and Qadir (2016) and Ekabu *et al* (2018:173) assert that employees who receive managerial support either formally or informally feel valued and respected, which would lead to productive behaviours such as low absenteeism, more job involvement and commitment, and generally a reduced intention to quit the job. Leaders who interfere too much in their employees' development, lead to lower productivity and too talented employees leaving the organisation because they feel they cannot do their work unhindered (Uitzinger *et al* 2017:2).

The support, encouragement and feedback from the supervisor play an important role in preventing the dissatisfaction towards the management. When the supervisor treats employees fairly and equally, and handle difficult situations that employees face, the turnover intentions can be reduced to the minimum (Rissanen (2017:50). According to Tansley (2011), talented and highly skilled employees are attracted to wellness programmes, and when organisations

have well-developed and effective Employee Assistance Programmes (EAP), it communicates a message of concern to employees (Wagar & Rondeau 2006).

To contextualise the supervisor support, the COJLIS provides counselling services through an EAP programme to employees who are experiencing marital, financial and other socio-economic challenges so that the library services and their wellbeing are not negatively affected. Disregarding employee wellness leads to employee turnover (Yarnall 2011). Maertz, Griffeth, Campbell and Allen (2007) stress that family-supportive supervisor behaviours or supervisor support has also been associated with lower turnover intentions, and also significantly related to less work-family conflict due to workplace support programmes such as EAP programmes. The authors further maintain that “beneficial treatment from supervisors leads to increased perceived organisational support, which subsequently results in reduced turnover”. In a similar vein, Shanock and Eisenberger (2006) maintain that because supervisors are regarded as representatives of the organisation, subordinates attribute such treatment partly to the organisation. Conversely, the unfair treatment from library supervisors and managers could possibly lead to decreased perceived organisation support and higher levels of turnover intention.

2.7.6 Work-life balance policies

Most recently, a significant number of organisations have been implementing work-life balance and provide friendly policies (Khan, Nazir, Kazmi, Khalid, Kiyani & Shahzad 2014). Work-life balance is the way in which an employee can give an equal amount and quality of time to their role at work and in the family. This balance between the two roles consists of time, involvement and satisfaction (Greenhaus, Collins & Shaw 2003; Oosthuizen *et al* 2016:448).

The purpose of the city’s flexi-time policy (2008:4-5) is to assist library staff in balancing their personal and professional lives and is a shared responsibility of the line manager and an employee and should never be a unilateral decision. It further reiterates that in assessing a professional’s work, it is important to focus on performance, consistency of contribution, and results, rather than on “face time” and a number of hours worked. At the same time, it is important for professionals to assess the potential career impacts of reduced schedule arrangements realistically.

The work-life balance has received substantial attention in library organisations, despite the flexi-time practice perceived as a privilege. It is anticipated that such variation must not disrupt nor prejudice the operations of the Library and Information Services Directorate in any manner whatsoever. Deery and Jago (2015:467) identify that the work-life balance is the key driver of employee retention. The authors re-affirm that if work and life elements are not addressed through genuine interest by managers in the well-being of employees' family and personal lives, employee turnover could be much higher than acceptable. In the context of this study, librarians are permitted to take mornings, afternoons or a day off as long as they worked more than the required 40 hours or 160 hours of productive work for the particular week or month.

Organisations are more concerned about retaining employees such as librarians by providing them with greater flexibility as to when and where they work, and by giving them the ease of communication technologies (Moen *et al* 2016:54). For example, the library managers may be permitted to work from home on an occasional basis, especially when writing quarterly reports and annual reports. Moreover, as it is increasingly common to offer at least some employees greater control over where and when they work and to express support for work-life concerns as revealed by recent literature, library managers may be allowed to work in a particular region, instead of travelling to his / her region.

2.8 Relationship between demographic, personal, organisational determinants, and turnover intention among librarians

In this section, the literature review relating to the relationship between demographic determinants and turnover intention, personal determinants and turnover intention, and organisational determinants and turnover intention is presented.

2.8.1 Relationship between demographic determinants and turnover intention among librarians

In the context of this study, the selected demographic variables based on the literature review were age, tenure, education and job designation. The literature available on the causal relationship between demographic factors and turnover intention of employees, including librarians, suggests a statistically significant relationship between demographic characteristics and turnover intention (Hayes 2015:97). To illustrate this point, human capital assets such as

employees' abilities, competencies, experiences, and skills may include education and work experience (Ployhart & Moltierno 2011), and in most cases, the library organisation is extremely important for the development of the human capital assets of the librarians.

Consequently, library investment into general human capital usually increases the rate of employee turnover since librarians would choose higher-paying occupations at different organisations once they obtained additional human capital assets (Wright, Coff & Moliterno 2014).

2.8.2 Relationship between personal determinants and turnover intention among librarians

In this section, the relationship between personal determinants (job satisfaction and organisational commitment) and turnover intention is discussed. The personal determinants were outlined in section 2.5 of this study, and the focus was not based on the relationship.

A study of job satisfaction in Cape Town's public libraries was conducted by Hart (2014) and entitled "I'm all for libraries"! A sample of 141 staff members in the City of Cape Town's public libraries was selected to participate in the study. The purpose of the study was to assess their levels of job satisfaction and organisational commitment. The researcher indicated that there is a significant relationship between job satisfaction and organisational commitment and turnover intention.

The study of Tella, Ayeni and Popoola (2007) found a negative relationship between job satisfaction and turnover. It further pointed out that it is imperative for library management to meet the demands of their personnel to strengthen their motivation, satisfaction, and commitment to minimise turnover.

The findings of the study conducted by Akova, Emiroglu & Tanriverdi (2015) revealed a negative correlation between personal determinants such as job satisfaction and turnover intent

Rathbun-Grubb (2009) conducted a study entitled "Leaving librarianship: a study of the determinants and consequences of occupational turnover". The purpose of this study was to better understand occupational turnover among librarians and archivists by examining the careers of individuals who have left or intend to leave the profession, in order to identify the factors associated with turnover. The findings of the study revealed that the components of job

satisfaction are a statistically significant predictor of occupational turnover. In addition, the unexpected finding is the fact that library professionals who intend to leave or have left the profession were satisfied with LIS as a career and also enjoyed being a librarian or information professional. The findings of the study by Olusegun (2013) on turnover intentions of library personnel revealed that employees with high job satisfaction do not have high turnover intention. Furthermore, the findings indicated that the majority of employees would quit if they have opportunities for better pay in similar organisations.

2.8.3 Relationship between organisational determinants and turnover intention among librarians

Although previous studies have identified an array of factors associated with turnover intention, within the context of the present study, the relationship between organisational determinants and turnover intention would focus on the variables discussed in section 2.6, such as payment and fringe benefits, location of workplace, perceived alternative employment opportunity.

Franks (2017) conducted a survey entitled “Should I stay or should I go? A survey of career path movement within academic, public and special librarianship”. The study discusses factors that lead to the library staff transitioning between different libraries. The results of this survey revealed that some librarians are actively and successfully transitioning between library environments as an alternative career path. Therefore, the results of this survey support the significant positive relationship between perceived alternative employment opportunity (organisational determinant) and turnover intention.

Olusegun (2012) also investigated the turnover intentions of library personnel in selected universities in South-western Nigeria with the purpose of finding the level of the turnover intention of the librarians. The study population consists of 129 librarians and 104 library officers in public universities in South-western Nigeria. The author discovered that the turnover intention of librarians in the libraries investigated was high. The findings further revealed a relationship between turnover intention and opportunities for better pay in similar library organisations.

A study by Rubin (1989) looked at the employee turnover among full-time librarians. The purpose of this study was to examine employee turnover in 31 public libraries in the Midwest. The results indicated that female librarians are more likely to leave their jobs for family and personal reasons. The results further proved the positive relationship between working environment: flexi-working hours (work-life balance) and turnover intention because of the work-life imbalance. In their study, “Contributory factors to library staff turnover pattern and retention in academic libraries of public and private universities in Ethiopia”, Ergado and Gojeh (2015) sought to find out how academic libraries of public and private universities in Ethiopia retain their staff and why some leave.

The results indicated the negative relationship between organisational determinants (such as lack of training and staff development program, unsatisfactory salary and unfair or unequal treatment (personal interaction) and turnover intention. Hence, it is important to state that these afore-mentioned main contributory factors leading to librarians resigning.

2.9 Conceptual framework

According to Ngulube (2018, 2020), a conceptual framework consists of various notions that are entrenched in existing, different theory underpinnings, theories, sources and experiences mostly influenced by the context of the study. The author further explains that a conceptual framework is generally represented diagrammatically and shows the relationship between the concepts that are explored in a research project. Similar sentiments are shared by Grant and

Osanloo (2014:16-17) that the conceptual framework explains how the researcher will investigate the research problem or how the end goal of the research will be reached and the interaction between the fluctuations in the research. The authors further aver that the conceptual framework aids the researcher in identifying and constructing his/ her worldview and approach to the topic of study.

According to Punch (2014:13), theory in research is commonly used to refer to methodological theories as well as substantive theory. According to Ngulube (2018:1), the conceptual or theoretical frameworks is of the utmost importance for a research study, without which the

components of social research together will not hold up. The author further expounds that the conceptual tools guides and leads experiential studies. Therefore, it is stated that one cannot disconnect theory from research, and one cannot conduct research without a conceptual or a theoretical framework. Ngulube, Mathipa and Gumbo (2015:148) stress that all researches undertaken must have the theoretical frameworks because this is how fluctuations that should be researched are chosen.

The conceptual framework for the present study incorporates aspects of a theory or theories, concepts from the literature, personal experiences, knowledge of the context and models. Therefore, Mobley's (1977) model was germane to this study, as it theorizes a linear sequence consisting of the following: "*dissatisfaction of librarian with the job , thoughts of quitting, evaluation of subjective expected utility of job search , evaluating the possibility of finding a job within the similar salary scale and costs of quitting (loss of annual bonus, health and life insurance benefits), search intentions, evaluation of alternatives, comparison of alternatives and present job, intentions to quit and quitting*" (Hom *et al* 2017:7; O'Connor 2018:3).

Mobley's (1977) employee turnover process model was also integrated in the conceptual framework of the current study as it expounds on how dissatisfied librarians at COJLIS arrive at the decision to leave the library. The low predictive validity of traditional employee turnover "content" model (*explains why librarians leave*) such as Perez (2008), Spector (1997), Price (2001) and Price and Mueller (2000) turnover model required the integration of Mobley's (1977) model within the conceptual framework developed for investigating turnover intentions at COJLIS libraries (Singh and Sharma 2015:2498).

Mobley's psychological model of turnover states that employees, including librarians, who are not satisfied with some aspects of their job will start to look for another job, and will then resign if they find another job that looks more satisfying. In the context of the present study, librarians at COJLIS dissatisfied with the organisational factors (*e.g. payment and fringe benefits, working environment: flexi working hours, promotion and recognition, leadership*), as reflected and discussed detail in section 2.5 of this Chapter Two may experience job dissatisfaction leading to low organisational commitment resulting in higher turnover intention. This conceptual framework presented in Figure 2.2 depicts the interrelationship between the concepts of theories, models and independent variables that helps in understanding the turnover intention of COJLIS librarians.

Price and Mueller's (2001) model includes a broad range of turnover determinants and does transcend to the workplace. Price and Mueller's model highlights turnover *content* more than the turnover *process*, which includes environmental, individual and structural variables. This study is closely related to Mobley's model because the intention to stay or leave the library organisation can be described as a series of mental stages which starts when an employee starts to assess his current job and is then finds reasons to be either satisfied or dissatisfied (Perez 2008).

There is no universally approved conceptual framework that includes important reasons, factors and variables that influence the turnover process. Therefore, the turnover intention or turnover process is complex to assess and understand (Albaqami 2016:58). The author's view is also corroborated by Lee and Mitchell (1994), who postulate that one specific reason cannot be pinpointed for employees to decide to resign. Morrell, Clarke and Wilkinson (2004) also state that the process that leads to an employee resigning cannot be discussed in terms of a set of specifics because there are many reasons leading to this.

On the basis of the above-mentioned arguments, the conceptual framework, therefore, is suitable to study determinants influencing the turnover intention of public librarians. The independent variables influencing turnover intention among public librarians, based on some of the factors developed and derived from the literature and modified to suit the study for public librarians are demographics factors (*age, tenure, job designation level* (Albaqami 2016, Perez 2008); personal factors: *job satisfaction* (Spector 2005) and *organisational commitment* (Meyer, Allen and Smith 1993) and organisational factors (*payment and fringe benefits* (Spector 1997), *location of workplace* (Nair, Mee & Cheik 2016), *working environment: flexi working hours* (Perez 2008), *perceived alternative employment opportunity* (Price 2001, Perez 2008), *promotion and recognition* (Spector 1997), *personal interaction* (Spector 1997), *supervision* (Spector 1997) and *leadership* (Jerome 2017, *training and opportunity to utilise skills* (Price and Mueller 2000). *Turnover intention* (Mobley 1997) is a dependent variable.

Ngulube (2020:29) highlights five ways of formulating a conceptual framework of a study namely: putting together various concepts from different theories; aspects of a theory; incorporating aspects of a theory or theories, concepts from the literature, personal experiences, knowledge of the context and models, integrating all the concepts from more than one theory;

and combining concepts from the extant literature. The conceptual framework for the present study which incorporates aspects of a theory or theories, concepts from the literature, personal experiences, knowledge of the context and models is presented in Figure 2.2.

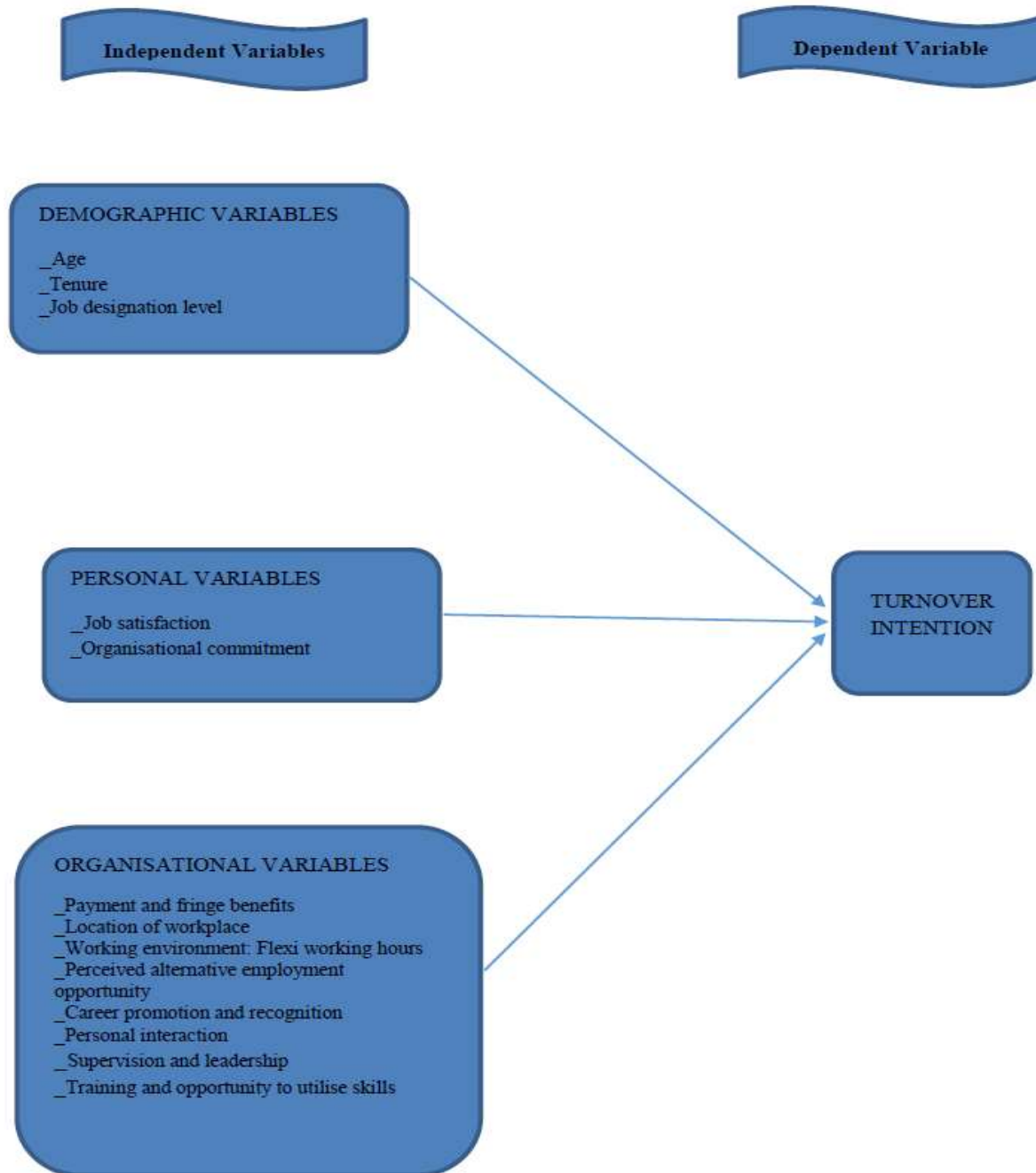


Figure.2-2: Conceptual framework (Researcher 2019)

Sources: Mobley (1977:123), Nair, Mee & Cheik (2016), Perez (2008), Spector (1997:8), Price (2001), Price and Mueller (2000), Jerome 2017, Meyer, Allen and Smith 1993, Spector 2005

2.10 Summary

This chapter presented the literature review on the determinants of the turnover intention of librarians. Literature on employee turnover, employee turnover intention, demographic, personal, organisational determinants influencing turnover intention, implications of turnover intentions on the provision of library services, and talent retention strategies in public libraries were presented. In order to determine the effectiveness of talent retention measures in public libraries, literature pertaining to retention strategies was reviewed. The identified constructs played a critical role in the process of collecting data in Chapter Four.

Apart from the aforementioned themes in this study, themes such as determinants of turnover intentions, the conceptual framework for the study was presented. This study adopted Mobley's (1977) model as a guide or lens to propose a framework for addressing turnover and retaining public librarians, which in turn can be applied and implemented at library organisational level.

The literature revealed that from the researchers' and scholars' viewpoints, turnover intention and job satisfaction always start before an employee decides to leave the organisation and can, therefore, indicate the possible increase or decrease in employee turnover (Munro 2015:58). Equal to this challenge, the public libraries should place a value on a better understanding of why employees, including librarians, leave an organisation and attempt to reduce the incidence of voluntary turnover (Tellez 2014:2). In order to improve the performance of employees and the organisation, job satisfaction must be retained, because then employees are less likely to consider resigning (Adeoye & Fields 2014).

It was revealed in this chapter that young employees tend to accept higher levels of risks in their early careers as compared to previous generations (Munro 2015:3). Therefore, employees of a younger age group are more likely to seek other job opportunities than employees in an older age group. Literature relating to determinants of the turnover intention of public librarians was reviewed, thereby supporting the importance of this study because of the identified gap of a dearth of research in reducing incidents of voluntary turnover in public libraries. Lastly, the relationship between demographic determinants and turnover intention, personal determinants and turnover intention, and organisational determinants and turnover intention was also

discussed. The next chapter discusses the research methodology in relation to the study in detail.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The previous chapter reviewed the literature related to this study. The constructs of employee turnover, employee turnover intention, demographic, personal and organisational determinants influencing turnover intention, implications of turnover intentions on the provision of library services, and talent retention strategies in public libraries were discussed in detail in Chapter Two. The previous chapter further discussed the relationship between demographic, personal, organisational determinants, and turnover intention among librarians. A brief discussion of the research methodology was outlined in Chapter One. This chapter discusses the research methodology and methods applied in conducting this research.

According to Ngulube (2015:6), the methodology is a very important aspect in research as it influences the way in which the researcher obtains knowledge about the subject being studied and make conclusions regarding the research questions. According to Pandey and Pandey (2015:9), the methodology is a step-by-step process to solve a research problem. According to Sarantakos (2013:28), social science research is guided by three basic factors, namely ontology (*nature of reality*), epistemology (*nature of knowledge*) and methodology (*approaches and methods*). Ngulube (2015:6) is of the view that the realist ontology is informed by the positivist paradigm, while the constructivist is influenced by interpretivism.

Against this backdrop, this chapter discusses the research paradigms, approaches, research design, target population, sampling methods, data collection tools, how data were analysed and ethical considerations observed in this study. The reliability and validity of the research instruments are also outlined. The roadmap for the research design and methodology for this study is presented in Figure 3.1.

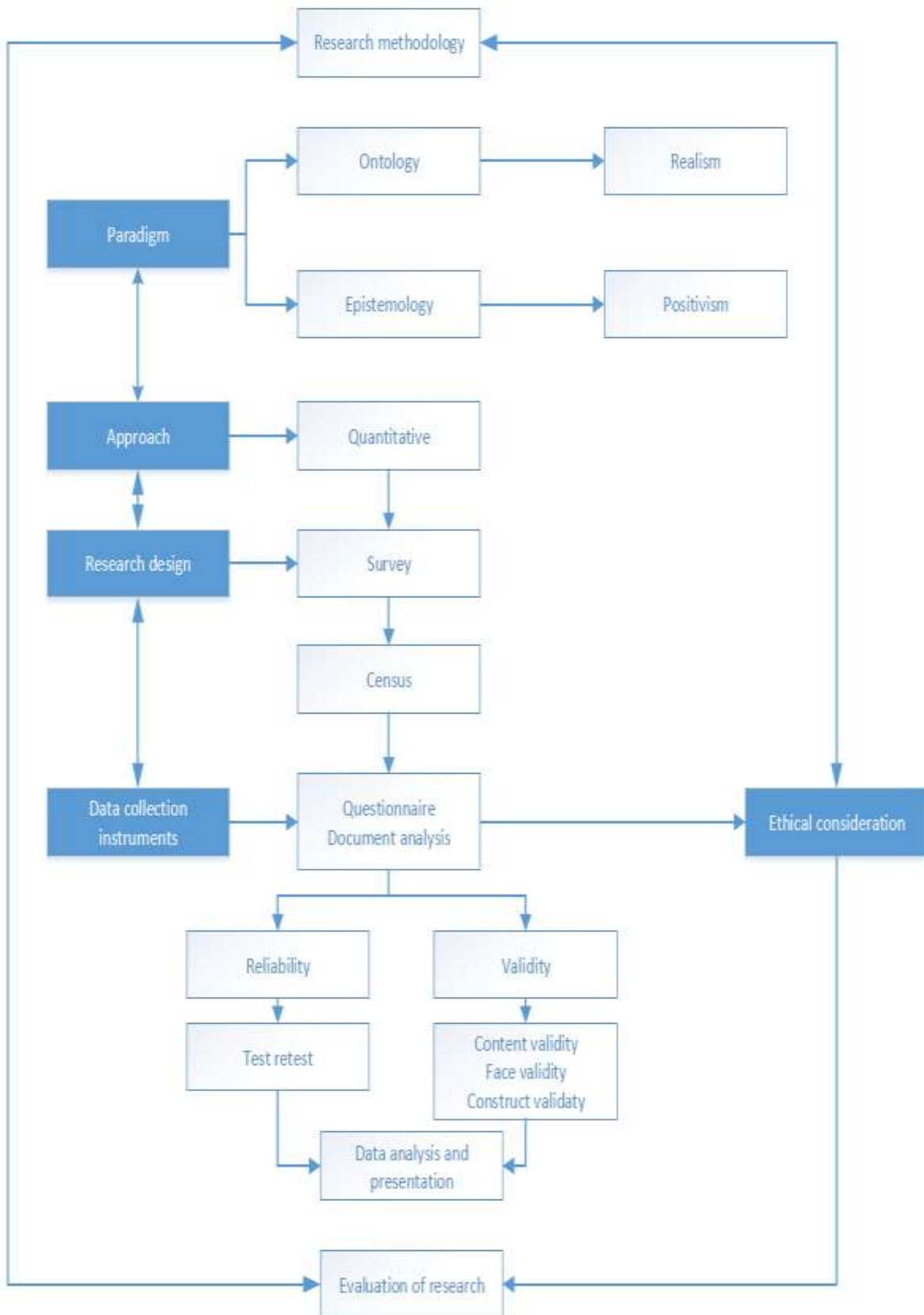


Figure 3-1: Research methodology road map for the present study

3.2 Research paradigms

As indicated in Chapter One, Bryman (2012:630) defines a paradigm as a cluster of beliefs and dictates that for scientists in a particular discipline a paradigm influences what should be studied, how research should be done and how the results should be interpreted. Creswell (2014:6) defines a paradigm as a combination of beliefs that guide the researcher in the way in which the research should be conducted and includes past research.

Bryman (2012:28-30) lists three types of paradigms which are interpretivism, positivism and pragmatism. It is worth mentioning that the paradigms help the researcher find the correct methodology to use for the relevant research. In a positivism research paradigm, positivists believe the world should be regarded objectively, and science should describe and explain the world uniformly (Punch 2014:16). The positivist paradigm, which is located within the objective epistemology, is a methodological philosophy in quantitative research where the methods of natural science are applied to discover the study of social science (Pham 2018:2).

Hussain, Elyas and Nasseef (2013:2378) indicate that the ontology of the positivism paradigm is realism. Therefore, social reality can be observed and studied objectively and scientifically, independently of the observer. Dudovskiy (2018) states that positivism adheres to the view that only “factual knowledge gained through observation (the senses), including measurement, is trustworthy. The author further expounds that in positivism studies, the role of the researcher is limited to data collection and interpretation in an objective way.

An interpretivism research approach is an epistemological position that prioritises participants’ subjective interpretations and understandings of social phenomena and their own actions (Maree 2016:60; Mathews & Ross 2010:476). As stated by Quinlan (2011:13) “the interpretivists hold that reality is unique to each individual and to the manner in which individuals, given their own unique set of circumstances and life experiences, constructs, experiences and/or interprets their world.”

Bryman (2012:629) defines pragmatism as the combination of interpretive and positivist approaches where problems are studied through the use of a variety of methodologies. It can be deduced from the above-mentioned discussions that pragmatism is the paradigm that accommodates mixed methods and is therefore applicable to both quantitative and qualitative

methods (Makombe 2017:3371). Therefore, pragmatism utilises the mixed methods approach and exploit the strengths of both quantitative and qualitative approaches. The table below presents differences between positivism, interpretivism and pragmatism paradigms.

Table 3-1: Differences between positivism, interpretivism and pragmatism paradigms

Positivism	Interpretivism	Pragmatism
<ul style="list-style-type: none"> • An objectivism reality is discovered using conventional scientific methodologies. • Empirical observation and measurement. • It holds a deterministic philosophy in which causes probably determine effects or outcomes. • It is deductive in nature. • It is reductionist because its intention is to reduce the ideas into small, discrete to test variables that consist of hypotheses and research questions. • Theory verification. • Closed-ended questionnaires are used for data collection. • Research findings are usually represented quantitatively in numbers. 	<ul style="list-style-type: none"> • Reality is subjective and socially constructed by its participants. • Multiple participants meaning. • Theory generation. • It is naturalistic oriented as it studies real-world situations as they unfold naturally. • It uses in-depth interviews, focus group discussions and naturalistic observation for data collection. • Research findings are reported descriptively using words. • It is inductive in nature. • Partnership with research participants can lead to deeper insight into the context of understanding, and adding richness and depth to the data. 	<ul style="list-style-type: none"> • Multiple approaches (pluralistic) are derived from quantitative and qualitative research for collecting and analysing data. • Combination of positivist and interpretive approaches. • It relies on abduction to move back and forth between deduction and induction (Brierley 2017:18). • There are multiple methods, different worldviews and different assumptions. • It uses both quantitative and qualitative data because the best understanding of a research problem is critical. • It is real-world practice oriented as it includes a postmodern turn, which is

Positivism	Interpretivism	Pragmatism
<ul style="list-style-type: none"> It is widely known to generalise information obtained from a sample. 		<p>a theoretical lens that is reflective of social justice and political aims.</p> <p>It is regarded as consequences of actions bearing in mind that the researcher looks to the <i>what</i> and <i>how</i> of research based on the intended consequences.</p>

Sources: Creswell and Creswell (2018:6-11), Leedy and Ormrod (2015:23-26), Tubey, Rotich and Bengot (2015:224-228)

Within the scope of the current study, the positivism paradigm or worldview was applied because a quantitative data collection method, hypotheses testing and large samples were a major focus of the study (Makombe 2017:3374). It is sufficiently justified, and many researchers concur that the positivists believe there can be only one best way to solve a problem, which is closely associated with the quantitative research approach and data are analysed statistically (Ali & Chowdhury 2015:226).

Furthermore, this study made use of a positivism paradigm because the study aimed to find the reasons of problems and weigh it up against the stated objectives, theory verification and laws governing the population of the study (Bryman 2012:29-30; Creswell & Creswell 2018:6; Taylor & Medina 2013:2). This may suggest those insights provided by positivist researchers may have a high-quality standard of validity and reliability (Pham 2018:2).

3.3 Research approaches

Research approaches are plans and procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (Creswell &

Creswell 2018:3). There are three common methodological approaches to research used in social research, namely qualitative, quantitative and mixed methods (Bryman 2012:35; Ngulube 2015:5; Creswell & Creswell 2018:4).

The quantitative research approach is described as an approach for testing objective theories by examining the cause-and-effect relationship among variables. The quantitative approach also allowed the librarians at COJLIS to give their opinions, views and perceptions on variables influencing turnover intention. In the context of this study, *demographics variables* (age, tenure, job designation level), *personal variables* (job satisfaction and organisational commitment) and *organisational variables* (payment and fringe benefits, location of workplace, working environment: flexi working hours, perceived alternative employment opportunity, career promotion and recognition, personal interaction, supervision and leadership, training and opportunity to utilise skills) are investigated. Furthermore, *turnover intention* is a dependent variable.

These afore-mentioned variables can be measured normally on instruments in order for numbered data to be analysed utilising statistical procedures (Creswell & Creswell 2018:4). According to Bryman (2012:35), quantitative approaches are commonly characterised by quantification of data during collection and analysis. Similar sentiments are shared by Ngulube (2015:129) as well as Rahman (2016:106) who attest that in the quantitative method, data are collected using statistical and mathematical techniques.

Bryman (2012:35) is of the view that the quantitative research approach generally employs measurements for measuring the theory in and could be differentiated from the qualitative research approach based on its “epistemological and ontological consideration”. The quantitative approach whose basic tenet is the notion of objective reality stems from positivism. Leedy and Ormrod (2013:95) aver that the quantitative approach normally measures variables numerically.

Creswell and Creswell (2018:4) state that qualitative research is used to examine and understand what individuals or groups understand about a problem of social relevance. Rahman (2017:103) states that qualitative research entails the investigation of the people’s everyday realities such as life experiences, daily life, feelings and emotions, social behaviour and social interactions.

The qualitative approach questions, processes, data collected from respondents in a study, an examination of data which primarily stem from general themes, leading to the researcher making sense of the data.

Creswell and Creswell (2018:4) define mixed methods research as an approach to an inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data and using distinct designs that may involve philosophical assumptions and theoretical framework. The same sentiments are shared by Brierley (2017:4) that mixed methods research involves the collection and analysis of both quantitative and qualitative data, and integrating the two sets of results at some point in the research to draw inferences from the quantitative and qualitative results.

According to Grant and Osanloo (2014:16-17), the conceptual framework is described as the researcher’s understanding of how the research problem will be explored or the specific direction the research will take, and the relationship between the different variables in the study. The conceptual framework selected for this study as discussed in Chapter Two under section 2.9 is anchored on Mobley’s (1977) model due to a lack of a universally approved conceptual framework that includes important reasons, factors and variables that influence the turnover process (Albaqami 2016:58; Lee and Mitchell 1994).

The holistic approach to key determinants of turnover intentions among public librarians based on the relevant theories and extant literature was adopted. For example, Meyer, Allen and Smith’s three-component model of organisational commitment, Spector’s job satisfaction survey’s common facets, and Price and Mueller’s model guided the review of the relevant literature on the demographic, personal and organisational determinants influencing turnover intentions of public librarians. Table 3.2 presents common features of qualitative, quantitative and mixed methods research.

Table 3-2: Features of qualitative, quantitative and mixed methods research

Quantitative methods	Qualitative methods	Mixed methods
Predetermined	Emerging methods	Both predetermined and emerging methods

Quantitative methods	Qualitative methods	Mixed methods
Instrument-based questions	Open-ended questions	Both open- and closed-ended questions
Performance data, attitude data, observational data, census data	Interview data, observation data, document data, and audio-visual data	Multiple forms of data drawing on all possibilities
Statistical analysis	Text and image analysis	Statistical and text analysis
Statistical interpretation	Themes, patterns interpretations	Across databases interpretation

Source: Creswell & Creswell (2018:16)

For this current study, the quantitative research approach was used because of its suitability to quantify a certain issue through the generation of numerical data, and its potential to transform data into practical statistics. The quantitative approaches are utilised to quantify different attitudes and behaviours, as well as varied opinions and alternative variables, which can then be transferred to create a generalisation to a grander level of the population (Wagner, Kawulich & Garner 2012:54).

3.4 Research design

Leedy and Ormrod (2015:389) define design as a general structure that guides the systematic process of collecting, analysing and interpreting data for the purpose of enhancing the understanding of the phenomenon of concern or addressing a research problem. Creswell and Creswell (2018:250) defines research designs as types of inquiry within the qualitative, quantitative and mixed methods research approaches which provide specific direction for procedures in a research study. In this section, survey design, target population and data collection tools are discussed in detail. A design type and the purposes of the research design are presented in table 3.3.

Table 3-3: Common research designs/ techniques

Design	Purpose
Action research	It is a type of applied research that focuses on finding a solution to a local problem in a local setting.
Content analysis	It is considered to be a detailed and systematic examination of the contents of a particular body of material such as television shows, internet websites, works of art and magazine advertisement.
Correlational research	A statistical investigation of the relationship between two or more variables which looks at the surface relationship, but does not necessarily investigate for causal reasons underlying them.
Survey research	It is a type of study designed to determine the incidence, frequency, and distribution of specific characteristics in a population, specifically common in business, sociology and government research.
Developmental research	A descriptive observational type of research that either compares people in different age groups or follows a particular group over a long period of time.
Experimental research	It is a study in which participants are randomly assigned to groups that undergo various researcher-imposed treatments or interventions, followed by observations or measurements to assess the effects of the treatments.
Ethnography	A type of qualitative inquiry that involves an in-depth study of the shared patterns of behaviours, language and actions of an intact cultural group in a natural setting (Creswell & Creswell 2018:13).
Case study	It is a type of qualitative research in which in-depth data are gathered relative to a single individual, programme or event for the purpose of learning more about an unknown or poorly understood the situation.
Grounded theory research	A type of qualitative research design from sociology in which the researcher derives a general, abstract theory of a process, action or interaction grounded in the views of participants, and also uses multiple stages of data collection, refinement and interrelationship of categories of information (Creswell & Creswell 2018:13).
Ex post facto research	An approach in which one looks at conditions that have already occurred and then collects data to investigate a possible relationship between these conditions and subsequent characteristics or behaviours.

Source: Leedy and Ormrod (2015:102), Creswell and Creswell (2018:13)

3.4.1 Survey research design

The survey research design involves acquiring information about the characteristics, opinions, behaviour, feelings, perceptions, ideas, attitudes or previous experiences of the population by asking them questions and tabulating their answers (Leedy & Ormrod 2013:189-190). A cross-sectional quantitative descriptive survey-based research design was applied in the investigation of determinants influencing turnover intentions of librarians at COJLIS.

The authors further support the view that the survey is usually used in the quantitative research approach to find out how a large population acts and reacts by extracting a small sample from the entire population from which to make conclusions and findings. A survey is used to give an overall indication of a group of people's feelings and behaviours of what influences turnover intention at a specific time (Stangor 2011:107). The survey also uses a questionnaire for data collection, which is either self-administered to the respondents or assisted by the researcher through interviews (Fink 2013:2; Bernard 2013:216-217).

The survey research design was used because it enhances the validity and reliability of research findings by controlling probable sources of bias (e.g. little or no observer subjectivity) that may distort findings, and good statistical significance as well as the ability to analyse multiple variables (Debois 2019). A survey further gives a rapid turn-around time in data collection from a large number of participants located in different geographic regions (Creswell 2014: 157). According to Cheng (2016), the correlational research design is used to describe the relationship between two or more variables, as well as to determine how strongly these variables relate to one another. In other words, it aims to determine the relationship between two or more variables and the strength of this relationship.

A survey design encompasses the administration of questionnaires to relatively large groups of people who are spread over a large geographic area (Singleton & Straits 2010:9). The surveys are better suited to studying a large number of geographically dispersed cases and provide valid findings (Sukram & Hoskins 2012:105). Therefore, the utilisation of the survey was appropriate for this study on turnover determinants of 174 librarians in COJLIS. Burkell (2003) emphasises that the survey was suited for this study on the basis that Library and Information Science researchers frequently investigate challenges and problems of information professionals using surveys.

The method of survey administration included both emailing system, and also delivery and collection mechanism (self-administered) of the questionnaire. The electronic version and paper formats designed in Microsoft Word were used as modes of mail survey administration to the librarians (Bryman 2012:672). The Director of the Innovation and Knowledge Management in the City of Johannesburg Metropolitan Municipality granted the approval or gave consent to the researcher on 18 June 2019 to collect data in the COJLIS Directorate. The Director for LIS allowed the researcher to access the Human Resource's SAP system to select 174 librarians with a minimum of six months to participate in this study.

The majority of questionnaires were self-administered or handed directly to the respondents due to intermittent network challenges or ongoing slight technological glitches in the COJLIS. The researcher conducted an investigation to ascertain the number of libraries with intermittent network challenges before sending the questionnaire, informed consent and ethical clearance approval. For those libraries with network challenges, the researcher personally delivered and collected the data collection instruments.

The rationale behind using mixed modes of survey administration (self-administered questionnaire and email) was to avoid selection bias, and also to improve the validity of the research findings. Some regions (e.g. Region A, D and G) in the COJLIS have been experiencing network problems before and during this research study. Therefore, no librarians were excluded to participate in this research study due to network challenges. With the mixed modes of survey administration, the self-administered questionnaire can be combined with an online survey so that respondents have the option of replying by post or online.

On the other hand, an online survey is restricted to the online population and are also highly associated with lower response rates as compared to the self-administered questionnaire or postal survey (Bryman 2012:677). For instance, library managers are often busier with work commitments than librarians at lower management level, and, in order to cut down travelling expenses, avoiding unnecessary cancellations or postponement and reducing questionnaire administration costs in terms of printing, an online survey was done (Leedy & Ormrod 2013:191). Based on the above-mentioned discussions centred on the disadvantages of a self-administered questionnaire, email was used together with hand-delivered questionnaires to minimise the negative effects.

A covering letter was clearly indicating the overall purpose, aims, benefits, sampling method of the study and anonymity matters with ethical clearance approvals and consent form accompanied both paper and electronic formats questionnaires. Although email messages contained the names of employees, the researcher, in compliance with the ethical clearance guidelines, considered this information as confidential and anonymous and did not disclose it to the library organisation. In this present study, most of the respondents completed only the questionnaire and disregarded the consent form, and this could be attributed to the sensitivity of the questionnaire and other reasons not known to the researcher. Detailed information in relation to confidentiality and anonymity is discussed in section 3.9 on ethical consideration in this chapter.

3.4.2 Mail survey response improvement

According to Caldwell (2016), there are types of survey fatigue and techniques proposed by scholars and researchers to overcome in order to improve the response rate of mail survey. The forms of survey fatigue are presented in table 3.4 below

Table 3-4: Forms of survey fatigue

Survey risk	Description
Survey response fatigue	This arises when respondents are asked the same question in different ways throughout the same survey.
Survey taking fatigue	This form of fatigue occurs when a survey is very long, and respondents experience burn-out feelings. Fatigued respondents may avoid answering open-ended questions.
Over survey of audience	Asking the same respondents to participate in surveys multiple times per year.
Value of the survey	Not clearly articulating the value of the survey.
Relevancy of questions	Failure to ask relevant questions to those participating in the survey and those who using results.
Survey vetting	It entails asking subject matter experts, peers and colleagues to make input pertaining to the survey and

Survey risk	Description
	making necessary modifications prior to the survey rollout

Source: Caldwell (2016)

The following guidelines as proposed by Leedy and Ormrod (2015:172-174) may assist in increasing the return rate of either mailed or emailed questionnaires:

- Taking into consideration the timing and find a more convenient time for the people taking part in the study. As a general rule of thumb, stay away from peak holiday and vacation times. In addition, study the characteristics of the sample being surveyed.
- Making a good first impression, including courteous tone and reasonable requests.
- Motivation of potential respondents. For instance, one of the most effective strategies is to send a letter soliciting respondents' cooperation before actually sending the questionnaire.
- Presenting the summary of the research results in return on the investment of time and the courtesy of replying to the questions.

3.4.3 Target population

Neuman (2011:241) states that a population is a theoretical group of separate cases that are used to collect a smaller sample to which ideas can be generalised. Additionally, Gerring (2012:43) defines a population as “the universe of cases and observation to which an argument refers”.

However, Ngulube (2005b:46) argues that one of the most important points to bear in mind is that the researcher has to define the population clearly prior to collecting data. As discussed in section 1.10 in Chapter One, the target population of this is entire population consisted of 174 librarians with a minimum of six months' experience, ranging from director level to librarian level working at 89 public libraries and four support services within COJLIS.

3.4.4 Census

The census method was employed in this study. De Vaus (2014:66) states that a census is obtained by collecting information about every member of a group which is commonly referred to as the population. The similar view is expressed by Pietersen and Maree (2016:234) who maintain that in the census, data are collected at a specified time from every element in the entire population. In this present study, all librarians, irrespective of the job designation level, with six months' library experience in the COJLIS formed part of the sample.

Farooq (2013) reiterates that the census or total enumeration method is used when the researcher uses a relatively smaller population. This makes it possible for the researcher to study the population in more detail and in this way, obtain a high degree of accuracy and removes errors and bias. This method is appropriate for this study because the size of the population is not too large. In addition, the target population was manageable, and therefore there was no need to reduce it by using probabilistic sampling methods typically rooted in quantitative studies such as simple random sampling and stratified sampling (Krippendorff 2013:121). White and McBurney (2012: 429) mention the key advantages of a census study, namely:

- Increases confidence interval
- It gives a maximum chance to identify negative feedback
- It studies the entire population

In research, there are two kinds of sampling methods that are commonly used, namely, probability and non-probability (Creswell & Creswell 2018:150). Probability sampling, which normally aims for representativeness in sampling, is used in quantitative studies and was used in this quantitative study; while qualitative research uses non-probability sampling. Probability sampling methods use an objective mechanism in selecting a sample, and there is no human or subjective interference. The different probability sampling techniques include simple random sampling, systematic sampling, stratified sampling and cluster sampling methods (Maree & Pietersen 2016:192; Creswell & Creswell 2018:150).

However, on the other hand, the different classifications used in non-probabilistic sampling methods include convenience sampling, quota sampling and purposive sampling (Leedy & Ormrod 2015:182-183). The target population is shown in the table below according to different management levels (see Table 3.5)

Table 3-5: Breakdown of population per post level

Categories of librarians	Total number of librarians
Senior management: Post levels 3-4 (director and deputy directors)	3
Middle management: Post levels 5-6 (assistant directors and managers)	25
Operational management: Post levels 7-8 (senior librarians and librarians)	146
TOTAL	174

In this study, using the entire target population of 174 librarians was to enhance the validity and reliability and dependability of the research findings (Creswell 2014:159). Furthermore, the entire population of librarians will assist the researcher in detecting the significant differences between the independent variables because the statistical power is very critical (Onifade 2015).

3.5 Data collection tools

The current research study employed questionnaires and documentary reviews because they were used by other researchers in related studies and produced good results. Data collection is one of the most imperative facets of any research project. In a research project, various sources of data include primary and secondary data. Secondary data, on the other hand, are always someone else's interpretation of primary data (Ledwaba 2018:109; Kumar 2014).

Furthermore, it was easy to make use of a questionnaire to collect the data because the respondents were highly literate. It is also the method that is used the most when a large population is used in a non-experimental study.

3.5.1 Questionnaires

A questionnaire is a research tool with a written list of questions, the answers to which are recorded by respondents from a population in a specific geographic area (Kumar 2014:179). A questionnaire has two types of approaches, namely, open (unstructured) and closed (structured questions). An open-ended question gives the respondent the choice of what to say in response. A closed-ended question gives the respondent a limited set of responses to choose from. Furthermore, closed-ended questions are also known as multiple-choice questions (Bryman 2012:246). A questionnaire is the most common instrument used in survey research designs.

The description of each construct covered in the questionnaire is: OPD = Organisational and personal determinants, ITI = Implications of turnover intentions, and TRL = Talent retention in Libraries. Another part of the questionnaire covered the demographic characteristics. 5-point Likert-type scales ranging from 1 to 5, which are used in this study are indicated in Table 3.6.

Table 3-6: Five (5) -point Likert scale ranges

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
No extent	Moderate extent	Slight extent	Great extent	Very great extent

Arnold, Chapman and Clive (2012:241) state that the mean determines the average score that represents the central value of the data collected based on the Likert scale. The standard deviation is a measure of distribution, and it provides an approach to determine the distance between each value of the response. Roberts, Edgerton, Peter and Wilkinson (2015:100). The

high deviation implies a strong variation between the responses, and the lower standard deviation scores show a little variation between the responses from the respondents.

The questionnaires were sent to all the librarians in the COJLIS, which consisted of 174 respondents. An introduction email containing a cover letter, ethical clearance from the university and the permission to conduct the study from the employer was sent to selected respondents in a phased approach between 18 June and 20 July 2019. There were a total of 102 respondents. Completed response datasets were considered when the respondent had answered all the questions on the survey and submitted it. Only 102 online questionnaires were completed, which represented a 59% response rate. The remaining completed datasets obtained from the study were deemed to be sufficient to produce reliable results.

Bernard (2013:230-236) presents critical guidelines entitled “fifteen rules for question working and format” in constructing the survey questionnaire with the intention to make the questionnaire easy to comprehend by the respondents. In summary, some of the guidelines include:

“questions should be unambiguous to avoid different interpretations by different respondents, ensuring that the questions are exhaustive and mutually exclusive, avoid putting false premises on the questions, double-barrel questions, and distributing relevantly knowledgeable respondents who have the information required by the questions”. The advantages and disadvantages of the questionnaire is shown in table 3.6.

Table 3-7: Advantages and disadvantages of the questionnaire

Questionnaire	Advantages	Disadvantages
	<ul style="list-style-type: none"> • A cost-effective technique to speedily collect considerable amounts of information. • Built-in statistical analysing tools allow quick results. • No time constraints on the part of the respondents. 	<ul style="list-style-type: none"> • Dishonesty for the multiplicity of reasons such as attempting to protect privacy. • High probabilities that certain questions may be ignored or self-selecting bias (Kumar 2014:178).

Questionnaire	Advantages	Disadvantages
	<ul style="list-style-type: none"> • Able to ask as many questions on every aspect of a topic. • Online, mail-in questionnaires and email surveys allow respondents to maintain their anonymity and provide honest responses on the subject matter. 	<ul style="list-style-type: none"> • Unable to fully capture the emotional responses or feelings of respondents. • Unconscientious responses as a result of respondents not truly understanding the question. • Inappropriate to individuals with reading difficulties, impaired vision visual and failure to understand written English (Albaqami 2016:109) • Respondents may suffer from a questionnaire or survey fatigue, which could result in a low response rate.

Source: Debois (2019), Kumar (2014: 178), Albaqami (2016:109)

The main rationale behind using a self-administered questionnaire and email addresses is to counter each other's weaknesses and challenges so as to achieve a higher response rate (Bryman 2012:199). For instance, in order to cut down travelling expenses, avoid unnecessary cancellations or postponement, and reduce questionnaire administration costs, both email method and delivery and collection mechanisms were used (Leedy & Ormrod 2013:191). Bryman (2012:246-252) states the advantages and disadvantages of open-ended and closed questions in Table 3.8.

Table 3-8: Advantages and disadvantages of open-ended and closed questions

Questionnaire type	Advantages	Disadvantages
Closed-ended questions	<ul style="list-style-type: none"> • Enhance the comparability of answers. • Easy to process answers. • Offer clarification of the meaning of a question for respondents. • Easy for respondents to complete. • Reduce the possibility of variability in the recording answers. 	<ul style="list-style-type: none"> • Loss of spontaneity in respondents' answers. • Difficulty to make forced-choice answers mutually exclusive. • May be irritating to respondents not able to find a category that they feel applies to them. • Unable to establish rapport between the respondent and the researcher. • Difficult to make forced-choice answers exhaustive.
	<ul style="list-style-type: none"> • Coding and statistical analysis are easy. 	<ul style="list-style-type: none"> • Variation among respondents in the interpretation of forced-choice answers.
Open-ended questions	<ul style="list-style-type: none"> • Useful for exploring new area, particularly ones in which the researcher has limited knowledge. • Respondents can answer in their own terms. • Complex questions can be adequately answered (Maree & Pietersen 2016:180) • Questions do not predict certain kinds of answer to respondents. • Useful for generating fixed-choice format answers. 	<ul style="list-style-type: none"> • Greater variability in the recording of answers. • Very time-consuming due coding of answers. • Time consuming for the researcher to administer. • Requires greater effort and more time from respondents to think and write down their response. • Statistical analysis is difficult.

Source: Bryman (2012:246-252); Maree & Pietersen 2016:180

There are three types of quantitative research questions, namely:

- Descriptive research questions aim to describe the variables being measured, and research questions start with words such as how much, how often, what and when (Neuman 2011:38).

- Comparative research questions seek to examine the differences between two or more groups on one or more dependent variables (Bryman 2012:710).
- Relationship-based research questions are described as a design that intends to establish an association or causal relationship or trends or interaction between two or more variables on one or more groups (Bryman 2012:715).

3.6 Pre-testing of data collection tools

The pilot study assists the researcher to minimise the errors, such as ambiguous and misleading questions which may produce uninterpretable responses. In other words, pre-testing is done to make sure that the meaning of questions conveys the intended meaning and that the participants understand them in the same way (Hilton 2015:1).

Therefore, the pilot test of the questionnaire before embarking on the main survey research is beneficial in finding weak spots by asking a few volunteers (Leedy & Ormrod 2015:166). Similarly, Bryman (2012:263-264) indicates that it is crucial to conduct a pilot study in relation to the self-completion questionnaire because there will not be an interviewer present to clear up any confusion. Pilot testing allows the researcher to establish the content validity of scores on a measurement, evaluate the internal consistency of the items and determine the adequacy of instructions to respondents (Creswell & Creswell 2018:154).

The pilot study was conducted from 7 to -22 May 2019. Eighteen (18) questionnaires were distributed to the following public libraries: Rand West City Local Municipality (1), City of Tshwane Metropolitan Municipality (1), City of uMhlathuze Local Municipality (1), Mogale City Local Municipality (1), Greater Tzaneen Municipality (3), National Library of South Africa (1) and City of Ekurhuleni Metropolitan Municipality (10). The numeric figure in the brackets indicates the number of questionnaires distributed to each library organisation. In addition, the researcher received written approval from the City of Ekurhuleni Metropolitan Municipality (CEMM) to conduct a pilot study. Approval by the CEEM has afforded the opportunity to the researcher to have a sufficient number of public librarians to pre-test the questionnaire. Sixteen (16) questionnaires were returned. Pre-testing of the data-collection instruments could be done by making use of a minimum of ten appropriate respondents (Babbie 2007:257). The inputs (e.g. grammatical errors and formatting) provided were incorporated

into the final questionnaire. The public librarians who participated in the piloting phase were not part of the main survey data collection.

3.7 Data analysis

In all studies, it is a common practice for data analysis to follow data collection. This is the phase where the researcher makes sense of and find meaning in the data collected from the target population. In the context of this study, and according to O'Connor (2018:8), statistical coding and analysis entail using Statistical Package for the Social Sciences (SPSS) which includes descriptive statistics (i.e. mean, standard deviation, and frequencies) and inferential statistics (i.e. correlation, analysis of variance, multi regression analysis).

Quantitative data analysis in this research study was concerned with coding and analysing data collected from the questionnaire using SPSS statistical software (Leedy & Ormrod 2015:261). De Vos and Fouche (2009:203) and Leedy and Ormrod (2015:231) describe data analysis as the process of the breaking down of data into constituent parts to easily interpret and answer research questions or to test hypotheses. Quantitative data from questionnaires were captured on SPSS and graphs were produced using a Microsoft Excel® spreadsheet.

The analysis of the questionnaire statements was done according to the Human Sciences Research Council (HSRC) (Martins & Geldenhuys 2016), a mean score below the threshold of 3.2 is considered developmental, whereas a mean score above 3.2 is considered positive. In the present study, the threshold mean of 3.2 was used to interpret OPD construct = organisational and personal determinants.

The analyses of ITI = implications of turnover, including turnover intention as a dependent variable, as well as TRL = talent retention strategies in libraries construct items, and a specific scale was applied in this study. The actual scale was divided into three levels that relate to the weights of the questionnaire namely:

- The weak agreement is shown to be 1 to 2.33
- Good agreement is shown to be 2.34 to 3.66
- The strong agreement is shown to be 3.67 to 5.00 (Sekaran 2003).

Descriptive analysis was used to describe the demographic characteristics of the sample. To provide an indicator as to whether a particular respondent's behaviour and cooperation are positive or negative in relation to the statements of the questionnaire, the main mean trend and standard deviation were both integrated into the current study. Berg and Lune (2012:355) argue that quantitative data analysis shows how researchers can create a series of tally sheets to determine specific frequencies of relevant categories.

Multiple regression analysis technique was used to test the effect of determinants on librarians' turnover intention and to determine if one or more independent variables had an influence on the dependent variable. The Cronbach Alpha was utilised to process the assessment of the data gathering tools' internal consistency and reliability. In the quantitative research approach, the validity, reliability, generalisability and objectivity are used as criteria for judging integrity or quality of research (Bryman 2012).

The Pearson product-moment correlation is a statistical procedure that allows a researcher to determine the relationship between two quantitative variables or inter-correlation coefficients between two variables. In addition, it was used in this study to identify and analyse the direction and strength of the relationship between the variables of interest in the study. The analysis of variances was used to measure the level of librarians' job satisfaction, organisational commitment and organisational determinants, and turnover.

Qualitative data analysis is concerned with transforming raw data by searching, evaluating, recognising, coding, mapping, exploring and describing patterns, trends, themes and categories in the raw data, in order to interpret them and provide their underlying meanings (Ngulube, Mathipa & Gumbo 2015:131).

3.7.1 Variables

Creswell and Creswell (2018:50) define a variable as a characteristic or attribute of an individual or an organisation that can be measured or observed, and that varies among the people or organisation under investigation. According to Bryman (2016:334), there are different types of classifications of variables in quantitative research namely: nominal, ordinal, interval and ratio variables. Table 3.9 presents a brief description of groups of variables.

Table 3-9: Categories of variable and descriptions

Variable	Description
Nominal variable	This is a variable that cannot be rank-ordered and is also known as a categorical variable; for example, gender, nationality and marital status (Bryman 2012:335).
Ordinal variable	This is a variable that allows the researcher to rank-order data. To indicate a few examples: level of education, work experience and job designation levels (Leedy & Ormrod 2015:111).
Interval/ratio variable	This is a variable where the distance between the categories is identical across the range of categories. It allows a wide range of techniques of analyses that are not feasible with nominal or ordinal scales (Bryman 2012:335).
Dichotomous variable	These variables contain data that have only two categories; for instance, gender (Bryman, 2012:335).

Sources: Bryman (2012:335), Leedy and Ormrod (2015:111)

Leedy and Ormrod (2015:22) describe a hypothesis as a logical supposition and educated conjecture which provides a tentative explanation for a phenomenon under investigation. A hypothesis assists the researchers to solve the principal research problem. Pietersen and Maree (2016:225-226) and Creswell and Creswell (2018:137-139) mention that hypothesis testing comprises of two forms, namely:

- Null hypothesis: It is used to make a prediction that in the population, there is no significant difference or no correlation between groups on a variable.
- Alternative hypothesis: This type of hypothesis states that there is an exact difference or an association.

Pietersen and Maree (2016:225) state that hypotheses are commonly tested on single population means and proportions, and about relationships between two variables.3.9.2 Statistical tools for analysis

Babbie (2008:513-523) outlines three classifications of variable analysis which indicates a major difference in the number of variables in a quantitative research study.

Bryman (2012:337-345) defines the types of analysis as follows:

- **Univariate analysis:** It refers to the analysis of one variable at a time. Frequency tables, diagrams (e.g. bar chart and pie chart), measures of central tendency (e.g. mean and mode) and measures of dispersion such as standard deviation.
- **Bivariate analysis:** This is a type of analysis concerned with the analysis of two variables at a time in order to uncover whether or not the two variables are interrelated. For instance, an intervening variable allows us to answer questions about the bivariate relationship between variables.
- **Multivariate analysis:** It entails the simultaneous analysis of the relationship between three or more variables. For example, the intervening variable allows the researcher to answer questions about the bivariate relationship between variables.

3.9.3 Nature of variables

Leedy and Ormrod (2015:237) define a continuous variable as a variable that reflects an infinite number of possible values falling along a particular continuum. The authors also describe the discrete variable as a variable which has a finite and small number of possible values.

Creswell and Creswell (2018:51) define the dependent variable as the variable that depends on the independent variable and is considered to be outcomes of the influence of the independent variables. Independent variable is defined as a variable that the researcher directly manipulates and can also influence the dependent variable (Leedy & Ormrod 2015:59).

In quantitative research, it is critical to explicate the statistical procedures which will be carried out in the investigation of the research questions (Maree 2016:41). Leedy and Ormrod (2015:259) outline types of inferential statistical procedures and their purposes, as indicated in Table 3.10.

Table 3-10: Types of statistical analyses procedures and purposes

Statistical procedure	Purpose
Factor analysis	It evaluates the correlations among a number of variables and identifies clusters of extremely interconnected variables that reflect underlying factors.
Regression	This is used to evaluate how accurately one or more variables enable predictions to be made regarding the values of another (dependent) variable. For instance, multiple linear regression yields an equation in which two or more independent variables are used to predict the dependent variable
Kruskal-Wallis test	It is used to compare three or more group medians when the data are ordinal rather than interval in nature.
Pearson's correlation coefficient	It is a measure of the strength of the linear relationship between two quantitative variables (Pietersen & Maree 2016:264).
T-test	This is used to determine whether a statistically significant difference exists between two means.
Chi-square	It is used to determine how closely observed frequencies or probabilities match expected frequencies or probabilities.
Analysis of variance (ANOVA)	This is to examine the difference between three or more means by comparing the variances (s^2) both within and across groups.
Spearman's correlation coefficient	It is a statistical measure used to describe the correlation between two variables (Bryman 2012:344)

Sources: Leedy & Ormrod (2015:259); Bryman (2012:344); Pietersen & Maree (2016:264)

3.8 Reliability and validity

Validity and reliability are two fundamental elements in the evaluation of a measurement instrument such as a questionnaire and interview (O'Connor 2018). Yin (2009) attests that validity and reliability tests are used to establish the quality of any empirical social research.

According to Hair, Black, Babin and Anderson (2013), the acceptable internal reliability of Cronbach's alpha value is 0.70 and above.

For this present study, the Job Satisfaction Survey (JSS) questionnaire designed by Spector (1997) was modified to measure six variables of organisational determinants interlinked with job satisfaction and turnover intention in a public library organisation, namely: payment and fringe benefits, working environment: flexible working hours, promotion and recognition, personal interactions, supervision, and training to develop and utilise new skills. Certain items on the various measurement scales in this study were integrated through the reviewing of previous literature about determinants of employee turnover intention. The Cronbach's alpha reliability coefficient of 0.88 for the JSS scale was reported by De Sousa Sabbagha (2016:282). The turnover intention scale developed by Viator (2001), which consists of nine items, was used to measure turnover intentions. Olusegun (2013) reports a Cronbach Alpha reliability coefficient of 0.86. One question "The first pages of a newspaper I read daily are the job advertisement pages" was adopted from Ramadhani (2014).

The leadership questionnaire by Jerome (2017), which consists of ten items, was to measure the degree to which leadership style adopted by a leader was autocratic, laissez-faire or democratic. The Cronbach's alpha reliability coefficient of .823 was reported.

The location of workplace scale, which consists of six items scale developed by Nair *et al* (2016) and which was adapted for the purposes of this study, was employed to measure employees' level of satisfaction with location of workplace relative to the place of residence. The Cronbach's alpha reliability coefficient of .939 was reported.

The perceived alternative employment opportunities questionnaire developed by Hwang and Kuo (2006) was used to measure the extent s to which public librarians could quit the organisation due to the availability of alternative job opportunities. Cronbach's alpha reliability coefficient of 0.89 was reported.

The Job Diagnostic Survey (JDS) scale was used to measure the general job satisfaction of librarians in their job. Hackman and Oldham (1976:162) reported an internal consistency of .76, which was a high and acceptable reliability rating because it was greater than the threshold

of 0.7. The scale was validated by Reddy (2015:138) who reported Cronbach's alpha reliability coefficient of .702.

The revised three-component model of the organisational commitment questionnaire designed and refined by Meyer, Allen and Smith's (1993) was used in this study for affective, normative and continuance commitment. Cronbach's alpha reliability coefficient of 0.89 was obtained by Huang (2016).

The academic license for most of the scales for research and non-commercial purposes, allows the researcher to use the scales. The only condition for using scales such as turnover intention scale, revised three-component model of the organisational commitment questionnaire, Job Satisfaction Survey (JSS) for academic purposes is to acknowledge authorship. In this study, Hackman and Oldham (1976), Hwang and Kuo (2006), Meyer, Allen and Smith (1993), and Spector (1997) other authors whose scales were used have been acknowledged by conventional academic referencing.

Lastly, the researcher, together with the supervisors, closely examined the questions in the measuring instrument to ensure that they measured the anticipated variables. The JSS is a copyrighted scale, and it can be used free of charge for non-commercial, educational and research purposes.

Under this section, reliability and validity (i.e. face validity, content validity and construct validity) are discussed.

3.8.1 Reliability

Reliability refers to the extent to which a measurement instrument yields consistent information about the characteristics under assessment (Leedy & Ormrod 2015:389). Creswell and Creswell (2018:154) share a similar view with the authors that reliability related to consistency and repeatability in the results using the same methodology on more than one occasion, across different, but related test items or by different respondents. While, reliability of the measuring instrument focuses on consistent data and results, and several forms of reliability that are frequently used in research studies include test-retest reliability, internal consistency reliability

and equivalent form reliability (Brynard, Hanekom & Brynard 2014; Flick 2011:202-205; Kumar 2014:213).

In simpler terms, reliability relates to the accurateness, dependability and consistency of measures. This implies that the same instrument must be able to produce the same data at a later stage under similar conditions, for example, by means of a test-retest technique (Brynard *et al* 2014).

The statistical procedures used to test for reliability of the questionnaire and the constructs were done by means of Cronbach's alpha (α), commonly known as the coefficient. The reliability of the questionnaire used to collect data according to SPSS results with a coefficient correlation of 0.869, which is above the average of 0.700. Table 3.11 shows that there was excellent Cronbach's Alpha for the variables.

Table 3-11: Reliability statistics of the questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	Number of Items
.869	.879	117

Table 3.12 below presents the construct results that have α -coefficients of above 0.700 as follows: OPD = Organisational and personal determinants, ITI = Implications of turnover Intentions, and TRL = Talent retention in Libraries. All constructs show good reliability measures that were above the recommended threshold of 0.7. There was no need to delete any item from the analysis.

Table 3-12: Cronbach's Alpha reliability of the constructs

		Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	Number of Items
OPD		.899	.902	93
ITI		.778	.774	15
TRL		.880	.880	6

3.8.2 Validity

According to Creswell and Guetterman (2018), validity refers to the potential of a design or an instrument to achieve or measure what it is supposed to achieve or measure. It is imperative in the research study to ensure validity measure, as it is concerned with matters relating to the face validity, content validity and construct validity (Kumar 2014: 213; Brynard *et al* 2014:50). The concept of validity is explained in terms of measurement procedures, which is the ability of an instrument to measure what it is designed to measure (Kumar 2014:213). Validity has to be checked in both qualitative and quantitative data, especially for data-collection tools (Creswell 2014:227).

3.8.2.1 Face validity

Face validity is the extent to which, on the surface, an instrument looks like it is a reasonable measure of a particular characteristic or some variable, and it relies entirely on subjective judgement. Face validity was sustained by developing a questionnaire pleasant to an eye and constructing only questions relevant to the study (Brynard *et al* 2014:50).

3.8.2.2 Content validity

Leedy and Ormrod (2015:115) describe the content validity as the degree to which a measurement tool is a representative sample of the content area being measured. Content validity also refers to the correctness and appropriateness of the questions included in a questionnaire (Brynard *et al* 2014:50). The judgement that an instrument is capable of measuring what it is supposed to measure is principally centred upon the logical connection between the research questions and objectives of the study. The measurement instrument was assessed by experts within the library field.

3.8.2.3 Construct validity

Leedy and Ormrod (2015:115) describe the construct validity as the extent to which an instrument measures a characteristic that cannot be directly observed but is assumed to exist

based on patterns in people's behaviour. Construct validity is based on the logical relationships among variables. Construct validity refers to the degree to which a measurement technique uncovers the information which it was designed to uncover (Brynard *et al* 2014:50). The researcher standardised the data collection instruments by comparing and contrasting them with the relevant literature review. For instance, the constructs that are captured by the quantitative approach were linked sufficiently closely to variables that can be theoretically justified (Flick 2011:204). Furthermore, the construct validity incorporates the correlation that exists between the selected measurement and underlying theory.

3.9 Ethical considerations

In the literature, ethical issues arise in discussions about codes of professional conduct for researchers aimed at ensuring assessment of the potential risks to participants in a study, such as social, economic, physical and psychological risks (Creswell & Creswell 2018:90). Ethics are associated with morality and being able to distinguish between what is wrong and what is right (Gustafson & Woodworth 2014). Neuman (2014:145) agrees with this by stating that ethical considerations necessitate the researcher to balance two ideals, such as the pursuit of scientific knowledge and the rights of the respondents being studied.

Bryman (2012:137) provides tips on protecting data and confidentiality, which include the following: not storing participants' names and addresses on hard drives, using identifier codes on data files, and storing the list of participants and their identifier codes separately in a locked cabinet (e.g. disassociate names from responses during the coding) and keeping copies of transcripts in a locked cabinet.

With regard to participant consent, Lorell, Mikita, Anderson, Hallinan and Forrest (2015:1) corroborate that voluntary participation is formalised in the concept of informed consent, which occurs when a participant in a research study comprehends the intention of the researcher and agrees to take part in the study. In a similar vein, Zikmund, Babin, Carr and Griffin (2010:90) state that informed consent occurs when a respondent in a research study comprehends what the researcher expects of them to do and agrees to take part in the study.

In this study, the researcher abided by the principles and requirements of research ethics, whereby the participants were informed about the purpose, significance and aims of the study. The participants were told that they do not have to sign consent forms. Against this backdrop, in order to develop trust with them and respect their anonymity rights, no pressure was exerted on the librarians to sign consent forms prior to completing the questionnaire (Creswell & Creswell 2018:89).

Leedy and Ormrod (2015:121) state that in line with ethical guidelines within the research domain, the participants have the right to withdraw from the study at any given time. Therefore, participation is strictly voluntary and informed participation. The authors also stress that honesty with professional colleagues is of critical importance. For instance, researchers must report their findings in a complete and honest manner and without misrepresentations or fabrication of data to support a specific conclusion.

Dyll and Tomaselli (2018:290) and Unisa Policy on Research Ethics (2016:11) outline four philosophical or moral principles that are applicable to research ethics:

- Autonomy (research should respect the rights and dignity of research participants).
- Non-maleficence (research should not cause harm to the research participants).
- Beneficence (research should make a positive contribution to the welfare of people).
- Justice (the benefits and risks of research should be fairly distributed among people).

The University of South Africa (Unisa) has developed a code of research ethics that was approved by the Unisa Council, setting out the university's ethical principles and ethical requirements (Visagie 2019:17-20). The policy states that the researcher is responsible for ensuring that he or she does not undertake any research without ethical clearance. It further reiterates that the researcher may only undertake research that has been approved by an appropriate Ethics Review Committee (Unisa 2016:5).

The researcher complied with the provisions of the policy by applying for ethical clearance from Unisa. As indicated in section 3.7 of this study, the researcher obtained approval from the Director of the Innovation and Knowledge Management in the City of Johannesburg Metropolitan Municipality to gain access to the target population of librarians.

Data collected would be used anonymously for academic purposes, and individual participants would not be identifiable in such reports. Lastly, there was no suppression and falsifying or inventing of findings to meet the researcher's personal interests.

3.10 Evaluation of the research

This section evaluates the research methodology used for the study. It is essential and imperative to evaluate the procedures involved in conducting the study to highlight the strengths and weaknesses of the study. This study was conducted based on the positivist, deductive, and systematic theories and determined by a collection of theories using the quantitative research approach (Ngulube 2020). The descriptive survey-based research design was applied in this study due to the population size, budget and time limitations. Descriptive surveys are the most appropriate method of obtaining the opinions, trends, attitudes and behaviours towards factors influencing turnover intention from large or entire population size, as the census method was employed in this study (Creswell & Cresswell 2018). According to Ngulube (2020), one of the main shortcomings of quantitative research worth mentioning include shutting down the emergence of new insights into a phenomenon under study.

The COJLIS study utilised a conceptual framework. The data collection instruments included self-administered and emailed questionnaires and document analysis. The main reason for also considering email questionnaires as the best study instrument was the fact that librarians at COJLIS are dispersed geographically in seven regions. The other main rationale behind using self-administered questionnaires and email addresses is to counter each other's weaknesses and challenges so as to achieve a higher response rate (Bryman 2012)

The research process was not as smooth as the researcher encountered numerous challenges. The main challenge was a very slow response rate in the first few weeks after the questionnaires were distributed. The researcher conducted follow-ups of the questionnaire returns with the librarians in each region/unit. Some respondents reported to the researcher that their libraries have been experiencing intermittent network challenges, and hard copies of the questionnaires were delivered to the affected libraries. The researcher also took advantage of the monthly management meetings to distribute hard copies of the questionnaires to the managers and assistant directors considering their low response rate.

Furthermore, the researcher also requested the managers and assistant directors in various regions and units to encourage the respondents to take part in this study as the researcher obtained ethical clearance and approval from the Director of Innovation and Knowledge Management. It is important to note that the Director of Library and Information Services advised the researcher to commence with the distribution of the questionnaires while waiting for formal approval following the administrative changes pertaining to the approval processes. The researcher also reminded the respondents on a weekly basis to take part in the study and that an introductory letter was emphasising that the approval was obtained to conduct the study.

Another challenge was that some of the participants refused to participate due to a lack of trust and interest in the study and some indicated that they are approaching retirement age and see no value in participating in the study. Some respondents even refused to complete consent forms. The researcher respected their right to participate in the study even though consent was given by completing the questionnaires voluntarily. This was in spite of the researcher assuring the participants that data would be treated as confidential, anonymity would be guaranteed, and data would be used for research purposes only.

3.11 Summary

This chapter discussed the research methodology and identified approaches adopted by this study. The methodological approach was informed by the research problem enunciated in the study. The survey research design was described as the main research procedure employed in the study. Different types of data collection tools, its strengths and its limitations were discussed. Types of statistical analysis procedures and tools, common research designs and various scales used such as the Job Satisfaction Survey scale, turnover intention scale and organisational commitment scale.

Reasons for the choice of questionnaire tool were discussed. Reliability and validity of these data collection tools were also discussed. The next chapter (Chapter Four) focuses on the analysis and presentation of data.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The previous chapter described the methodology that was applied for this study and data collection tools used to find answers to the research questions. The findings obtained originated from a quantitative research approach with a survey research method utilised. The presentation of the findings is provided in accordance with the objectives of the study, as indicated in section 1.3 of Chapter One.

The questionnaire as indicated in Chapter Three consisted of four sections. The first section comprised demographic profile, namely: age, job designation level and length of service; section two consisted of organisational and personal determinants influencing turnover intentions; section three consisted of turnover intention and its implication on the provision of library services, and the last section addressed the talent retention strategies in public libraries.

Furthermore, the results of data collected from respondents were presented in the form of charts, tables and graphics to assess whether the research questions were adequately addressed and responded to. The responses were captured on a spreadsheet where a cleaning process was conducted. Data were coded into numeric values and exported into SPSS software for further analysis and presented according to the objectives of the study.

4.1.1 Response rate and demographics of the respondents

The response rate for the study was 102 (59%). According to Leedy and Ormrod (2015:171), the return rate of 50% or less is considered normal when using questionnaires. Therefore, data collected for the study were sufficient to be analysed. The demographic profile of librarians, middle and senior managers at the COJLIS comprised age, job designation level, length of service which are presented in Table 4.1.

4.1.1.1 Age

The researcher found the age of respondents in their answers to the variable question of age on the questionnaire. The age profile, as depicted in Table 4.1, was calculated when the survey closed with the purpose of gathering demographic information to describe the sample of respondents of this study. Out of the 102 respondents whose age group was asked, the graphical representation is indicated in Figure 4.2. A total of 10 (10%) indicated age group 20-29 years, 15 (15%) indicated the age group of 30-39 years, 47 (46%) indicated 40-49 and 30 (29%) indicated 50 years' and above. A total of 47 (46%) of respondents in the age group 40-49 have made up the highest number of responses on the variable of age to the questionnaire.

Table 4-1: Age of a sample

Factor		Frequency	Percent	Valid Percent	Cumulative Percent
Age	20-29	10	9.8	9.8	9.8
	30-39	15	14.7	14.7	24.5
	40-49	47	46.1	46.1	70.6
	50 and above	30	29.4	29.4	100.0

4.1.1.2 Job designation of a sample

Of the 102 respondents indicated in Table 4.2, 81 (79%) were at the operational level; 18 (18%) at middle management level and 3 (3%) at senior management level in the organisation. It was expected that the operational level staff would have a better response rate indicated in the staff complement.

Table 4-2: Job designation of a sample

Factor		Frequency	Percent	Valid Percent	Cumulative Percent
Job designation level	Senior management (Director and Deputy Directors)	3	2.9	2.9	2.9

	Middle management (Assistant Directors and Managers)	18	17.6	17.6	20.6
	Operational level (Senior Librarians and Librarians)	81	79.4	79.4	100.0

4.1.1.3 Tenure

Based on Table 4.3, 31 (30%) of the respondents have been attached to the current organisation for more than 20 years, followed by 23 (23%) respondents have who been attached for the range between 11 and 15 years; 20 (20%) respondents have been attached to the current organisation for the range between 6 and 10 years; 15 (15%) respondents have been attached to the current organisation for the range between 16 and 20 years; 11 (11%) respondents have been attached to the current organisation for the range between 1 and 5 years; lastly, 2 (2%) respondents have been attached to the current organisation for 6 months and above.

Table 4-3: Length of service of a sample

	Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Length of service	< 6 months	2	2.0	2.0	2.0
	1 - 5 years	11	10.8	10.8	12.7
	6 - 10 years	20	19.6	19.6	32.4
	11 - 15 years	23	22.5	22.5	54.9
	16 - 20 years	15	14.7	14.7	69.6
	Above 20 years	31	30.4	30.4	100.0

4.2 Normality descriptive

Normality testing involves investigation of skewness and kurtosis z-values which should be somewhere in the span of -1.96 to +1.96. The OPD construct z-values for females on skewness is 0.154 and kurtosis is -0.128, while the male's skewness is -0.100 and kurtosis is 1.232. Table

4.4 describes the normality test descriptives for the study. The ITI construct z-values for females on skewness is -0.082 and kurtosis is -0.550, and the male skewness value is 0.45 while kurtosis is -0.155. TRL construct z-values for females on skewness is -0.343 and kurtosis is -0.351, and the male skewness value is -0.061 while kurtosis is -0.695.

Table 4-4: Normal descriptives

	Gender		Statistic	Std. Error		
Organisational Personal determinants (OPD)	Female	Mean	278.0735	3.55771		
		95% Confidence Interval for Mean	Lower Bound		270.9723	
			Upper Bound		285.1747	
		5% Trimmed Mean			278.0556	
		Median			278.5000	
		Variance			860.696	
		Std. Deviation			29.33762	
		Minimum			205.00	
		Maximum			347.00	
		Range			142.00	
		Interquartile Range			41.00	
		Skewness			.154	.291
		Kurtosis			-.128	.574
		Male	Mean		291.2941	5.92339
	95% Confidence Interval for Mean		Lower Bound	279.2429		
			Upper Bound	303.3453		
	5% Trimmed Mean		291.4739			
	Median		293.5000			
	Variance		1192.941			
	Std. Deviation		34.53898			
Minimum			203.00			

	Gender		Statistic	Std. Error			
Implications of turnover and Intention (ITI)		Maximum	385.00	.403 .788			
		Range	182.00				
		Interquartile Range	46.00				
		Skewness	-.100				
		Kurtosis	1.232				
	Female	Mean		49.8676	1.06338		
		95% Confidence Interval for Mean	Lower Bound	47.7451			
			Upper Bound	51.9902			
		5% Trimmed Mean		49.9183			
		Median		50.0000			
		Variance		76.893			
		Std. Deviation		8.76885			
		Minimum		31.00			
		Maximum		67.00			
		Range		36.00			
		Interquartile Range		12.00			
		Skewness		-.082		.291 .574	
		Kurtosis		-.550			
		Male	Mean			49.2353	1.31633
			95% Confidence Interval for Mean	Lower Bound		46.5572	
	Upper Bound			51.9134			
	5% Trimmed Mean		49.2288				
	Median		49.0000				
	Variance		58.913				
	Std. Deviation		7.67546				
	Minimum		32.00				
	Maximum		67.00				
Range			35.00				
Interquartile Range			9.75				

	Gender		Statistic	Std. Error	
Talent Retention in Libraries (TRL)		Skewness	.045	.403	
		Kurtosis	.155	.788	
	Female	Mean	15.2647	.54136	
		95% Confidence Interval for Mean	Lower Bound	14.1841	
			Upper Bound	16.3453	
		5% Trimmed Mean	15.3235		
		Median	16.0000		
		Variance	19.929		
		Std. Deviation	4.46418		
		Minimum	6.00		
		Maximum	24.00		
		Range	18.00		
		Interquartile Range	6.00		
		Skewness	-.343	.291	
		Kurtosis	-.351	.574	
		Male	Mean	16.0000	.89063
	95% Confidence Interval for Mean		Lower Bound	14.1880	
			Upper Bound	17.8120	
	5% Trimmed Mean		16.0229		
	Median		16.0000		
	Variance		26.970		
	Std. Deviation		5.19324		
	Minimum		6.00		
Maximum	26.00				
Range	20.00				
Interquartile Range	8.25				
Skewness	-.061	.403			

	Gender	Statistic	Std. Error
		Kurtosis	
		-.695	.788

Table 4.5 presents the results from the two tests, namely, Kolmogorov-Smirnov and the Shapiro-Wilk, which should be above 0.05 in order to be accepted (Razali & Wah 2011).

For all the constructs that are not significantly different from a normal distribution, the null hypothesis is accepted. For the constructs that are significantly lower, the null hypothesis is rejected, which means that data are not normally distributed. Despite the statistics being below the minimum accepted value under Kolmogorov-Smirnov test, the various studies (Razali & Wah 2011) have shown that the test is less powerful for testing normality than the Shapiro-Wilk test. Therefore, Shapiro- Wilk test was also used as it has been established to be the most powerful for all forms of distribution and samples sizes when it is compared to Kolmogorov-Smirnov test.

Table 4-5: Tests of normality

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational Personal determinants (OPD)	Female	.083	68	.200*	.986	68	.643
	Male	.144	34	.073	.971	34	.481
Implications of turnover and Intention (ITI)	Female	.044	68	.200*	.986	68	.651
	Male	.137	34	.108	.984	34	.890
Talent Retention in Libraries (TRL)	Female	.139	68	.002	.962	68	.039
	Male	.071	34	.200*	.981	34	.810

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

4.3 Data presentation

The results are presented in numeric values, figures and written descriptions. The results of this study are presented as per the objectives in section 1.4 of Chapter One. The objective of this research study was to investigate the determinants of turnover intentions of librarians at the

City of Johannesburg Libraries in Gauteng Province of South Africa with a view to developing a retention strategy.

The specific research objectives were to:

- determine demographic, organisational and personal determinants influencing turnover intentions of librarians
- establish a causal relationship between demographic, personal, organisational determinants, and turnover intentions
- ascertain the implications of turnover intentions to the provision of library services
- propose a talent retention strategy for libraries in the COJLIS.

4.3.1 Descriptive and correlation analysis

Under section 4.3.1, the results were presented in the form of means, standard deviations, and correlation or inferential statistics. The results covered demographic, organisational and personal determinants influencing librarians' turnover intention as indicated in section 2.3, 2.4, 2.5 of Chapter Two. In addition, the findings on the implications of turnover intentions on the provision of library services and talent retention strategies in public libraries as referenced in sections 2.6 and 2.7 of Chapter Two are presented. The purpose of this study was to investigate demographic, organisational and personal determinants influencing turnover intentions of librarians. The study presented an evaluation of determinants of the turnover intention of public librarians with a view to developing a retention strategy, which may have the potential to reduce voluntary turnover of public librarians.

4.3.2 Demographic, organisational and personal determinants influencing turnover intentions of librarians

This section presents the demographic, organisational and personal determinants influencing the turnover intention of librarians at COJLIS. The results were presented in the form of means and standard deviations, as indicated in section 4.3.1. The findings obtained from these variables would be used to develop targeted approaches in managing librarians' turnover intention, and also to develop talent retention strategies

4.3.2.1 Demographic determinants and turnover intention

The demographic factors influencing the turnover intention of librarians are: age, tenure (length of service) and job designation level are presented under this section.

Table 4-6: Mean scores*Turnover intentions and Demographic information

N	Minimum	Maximum	Mean	Std. Deviation
102	15.00	41.00	29.4608	6.39256
102				

i. Age and turnover intention

The findings presented in Table 4.7 below depicts that 51 (50%) of the respondents obtained mean scores above the mean threshold of 29.5, whereas, on the other hand, 51 (50%) of the respondents obtained mean scores below the mean threshold of 29.5. Based on these results, it is difficult to conclude that there is a significant relationship between age and turnover intention. However, 41 (40.1%) of the respondents between the ages of 40 years and above scored below the mean score (29.5), which implies that employees in an older age category are more likely to leave the organisation than employees in a younger age category.

In this study and considering the findings, younger librarians generally have less working experience than older librarians as reflected in Table 4.7, and the alternative job opportunities are limited. The results are also surprising that the older librarians in the COJLIS who often have invested more in the organisation with specific reference to pension funds, professional experience and other forms of investment intend to leave.

The results of this study as indicated in Table 4.7, demonstrated serious negative implications for the organisational performance, productivity and efficiency. It is not a normal situation to have 51 (50%) of the librarians who intend to quit the organisation. In addition, the higher turnover intention would also result in the understaffing, shortage of critical skills and incurring unnecessary recruitment and training costs. Hence, it is important to understand the underlying

reasons why a significant number of respondents (50%) intend to leave the organisation taking into consideration the age variable.

Table 4-7: Turnover intentions * Age

Turnover Intentions	Age				Total
	20-29	30-39	40-49	50 and above	
Above mean 29.5	7 (7%)	8 (8%)	28(27%)	8 (8%)	51 (50%)
Below mean 29.5	3 (3%)	7 (7%)	19 (19%)	22 (21%)	51 (50%)

ii. Tenure and turnover intention

As per Table 4.8, the results indicated that there are significant differences in the mean scores of turnover intentions and tenure. The results show that the majority of the respondents 51% (52) with a minimum of six months' experience and above obtained the mean value below the threshold of 29.5, which implies that they intend to leave the library organisation. In general terms, 52 respondents (51%) want to quit, in comparison to 50 respondents (49%) with fewer than six months' experience (above the mean value of 29.5) who want to remain in the organisation.

Hence, there is an inverse relationship between tenure and turnover intentions, which means that librarians with six and more months of experience are more likely to develop turnover intention, especially when they feel they are not compensated fairly in terms of their experience, skills and knowledge. However, any improvement on the payment and fringe benefits variable and other multiple factors that influence turnover intention could decrease turnover intention significantly.

Table 4-8: TOI * Tenure

Turnover Intentions	Tenure						Total
	< 6 months	1 - 5 years	6 - 10 years	11 - 15 years	16 - 20 years	Above 20 years	
Above mean 29.5	0	9 (9%)	11 (11%)	13 (13%)	9 (9%)	8 (8%)	50 (49%)

Below mean 29.5	2 (2%)	2 (2%)	9 (9%)	11 (11%)	6 (6%)	22 (22%)	52 (51%)
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iii. Job designation and turnover intention

Table 4.9 presents the results of the relationship between job designation and turnover intention. Through the observation of the mean value (29.5), about 51 (50%) of the respondents intend to stay with the organisation. On the other hand, 51 of the respondents (50%) want to quit. Therefore, it could not be concluded through the analyses of the results that job designation level and turnover intention has a statistically significant positive or negative relationship. The results have shown that 51 (50%) of the respondents are positive about future promotional prospects available in the organisation and intend to stay in the organisation. The findings also indicated that with perceived increases in job designation level, the turnover intention increases.

On the contrary, the results indicated that 51 (50%) of the respondents want to leave the organisation despite the availability of promotional opportunities. The results could also purport that improvement of compensation, benefits, job status and reduced workload and stress could significantly reduce turnover intentions. Furthermore, only 17 (17%) librarians in the senior management and middle management strata in comparison with four (4%) librarians within the same strata indicated in Table 4.9 have intentions to quit. The positive correlations reveal that with increases in job designation level, then intentions to quit increases significantly.

Table 4-9: TOI * Job designation

	Job designation level			Total
	Senior management (Director and Deputy Directors)	Middle management (Assistant Directors and Managers)	Operational level (Senior Librarians and Librarians)	
Above mean 29.5	0	4 (3.92%)	47 (46%)	51 (50%)
Below mean 29.5	3 (3%)	14 (14%)	34 (33%)	51 (50%)

4.3.2.2 Organisational determinants and turnover intention

In this section, organisational determinants of the turnover intention affecting librarians are presented. The organisational factors covered in this section are payment and fringe benefits, location of workplace, working environment: flexi-working hours (work-life balance), perceived alternative employment opportunity, promotion and recognition, personal interactions, supervision and leadership and training to develop and utilise new skills

i. Payment and fringe benefits

According to Table 4.10 which represents a payment and fringe benefits (PFB) variable and its effect on the turnover intention of the COJLIS librarians, payment and fringe benefits had mean scores of $M= 2.06$, $S.D= 0.969$, which was below the 3.2 threshold, and which indicates that COJLIS librarians were very dissatisfied with the variable. It was established through the analysis of mean values of OPD constructs that the payment and fringe benefits variable obtained the lowest average mean score among all the variables. Working on the basis of HSRC's (Martins & Geldenhuys 2016) statement regarding the threshold of a mean score, in the present study, the threshold mean of 3.2 was used to interpret the mean results for payments and fringe benefits.

In addition, the lowest mean (1.75) was for statement OPD3: "My organisation's pay structure is fair when compared to other similar organisations". The library organisation should, therefore, consider the variable as a developmental area. In other words, this statement suggests that in order to decrease the turnover intention of COJLIS librarians, certain benefits and pay structure should be improved or provided.

Table 4.10 shows that the respondents feel that the total salary package is not competitive when compared to similar organisations, and therefore they are moderately dissatisfied with their salary and fringe benefits. The findings could suggest that the respondents may hold the view that the organisation's pay structure is not fair as it may appear not to take librarians' experience, and also the librarians' market-related salary into account during grading or benchmarking processes. The results support the common view among the researchers and

scholars, and it was supported and validated by the literature review that librarians' salary and fringe benefits could be reviewed to encourage them to remain in the organisation.

Table 4-10: Organisational and personal descriptive construct analysis (PFB)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
My current total salary package (OPD1)	102	1	5	1.97	.928	.818	.239
The organisation's pay structure is fair and commensurate with my skills and expectations (OPD2)	102	1	5	1.88	.904	1.056	.239
My organisation's pay structure is fair when compared to other similar organisations (OPD3)	102	1	5	1.75	.861	1.164	.239
The competitiveness of my total salary package (e.g. basic salary, transport allowances, benefits and incentives) (OPD4)	102	1	5	1.87	.908	.985	.239
Non-payment of similar allowances payable to other librarians in the library organisation (OPD5)	102	1	4	1.98	.856	.328	.239
I feel satisfied with my chances for salary increases / progression (OPD6)	102	1	4	2.03	.949	.366	.239

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
The organisation provides adequate non-monetary benefits for my performance (OPD7)	102	1	4	2.05	1.038	.497	.239
The benefits we received are as good as what most public library organisation offer (OPD8)	102	1	4	2.05	1.009	.491	.239
There are benefits; I think we should have (OPD9)	102	1	5	2.92	1.295	.093	.239
The benefit package we have is equitable (OPD10)	102	1	4	2.10	.949	.297	.239
Average Mean and SD				2.06	0.969		

ii. Location of workplace

Table 4.11 presents the findings of respondents' location of the workplace (LOW) relative to the place of residence. From the below table, it appears that the mean of the respondents ranged from 2.76 to 3.57, with a standard deviation of (1.134). The lowest mean (2.76) was for statement OPD 14: "The parking facilities of other libraries and their surroundings". The respondents obtained a mean score of $M=3.1$, $S.D= 1.134$ on the location of the workplace. Working on the basis of HSRC's (Martins & Geldenhuys 2016) statement regarding the threshold of a mean score, in the present study, the threshold mean of 3.2 was used to interpret the mean results for location of the workplace. The findings of the study indicated that respondents are slightly dissatisfied with the location of the workplace relative to the place of residence. This may imply that the library organisation should take into consideration accessibility, travelling costs and public transportation requirements of the library staff to their respective workplaces when doing placements to the various regions and sections.

Table 4-11: Organisational and personal descriptive construct analysis (LOW)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
I am satisfied with the accessibility of transportation between my living place and the library (OPD11)	102	1	5	3.57	1.095	-.825	.239
The alternative commuting routes between my living place and the library (OPD12)	102	1	5	3.40	.988	-.445	.239
The traffic between my living place and the library (OPD13)	102	1	5	2.94	1.167	-.036	.239
The parking facilities of other libraries and their surroundings (OPD14)	102	1	5	2.76	1.145	-.089	.239
The distance between my living place and the library (OPD15)	102	1	5	3.30	1.176	-.691	.239
The travelling time between my living place and the library (OPD16)	102	1	5	3.12	1.237	-.388	.239
Average Mean and SD				3.1	1.134		

iii. Working environment: flexi-working environment (work-life balance)

The results show that the mean distribution for statements as presented in Table 4.12 below ranged between 2.06 and 3.81. The lowest mean (2.06) was for statement OPD19: “I am satisfied with overtime policies and practices”. This specific statement suggests that respondents were moderately dissatisfied with the application of overtime policies and practices considering it

had obtained the lowest mean of 2.06. The highest mean (3.81) was for statement OPD21: “Greater flexibility promotes job satisfaction”. This statement indicates that proper understanding, application, interpretation or reviewing of the COJLIS’s flexi-time policy may lead to an increased level of job satisfaction taking into consideration its positive influence on reducing work and family conflict. Generally, through the application of a threshold mean of 3.2 in the interpretation of the mean results, the respondents obtained the mean scores (M=3.06, S.D=1.128) on the working environment: flexi-working hours (WEF). It can be concluded that respondents were moderately dissatisfied with this variable, and it is worth mentioning that the data were collected during the labour dispute on working hours and overtime.

Table 4-12: Organisational and personal descriptive construct analysis (WEF)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
I am satisfied with the way the organisation's policies are put into practice (OPD17)	102	1	5	2.75	1.158	-.070	.239
I am currently satisfied with my present working hours (OPD18)	102	1	5	3.19	1.303	-.518	.239
I am satisfied with overtime policies and practices (OPD19)	102	1	4	2.06	1.124	.522	.239
Greater flexibility reduces work-family conflict (OPD20)	102	1	5	3.57	1.130	-.593	.239
Greater flexibility promotes job satisfaction (OPD21)	102	1	5	3.81	1.031	-.665	.239
Flexibility of working from home or other locations outside the workplace (OPD22)	102	1	5	3.29	1.077	-.226	.239

Flexibility to take several hours off during the workday (OPD23)	102	1	5	3.13	1.140	-.214	.239
Inflexibility of the working conditions, including long hours and often rigid schedules (OPD24)	102	1	5	2.75	1.066	.208	.239
Average Mean and SD				3.06	1.128		

iv. Perceived alternative employment opportunity

The mean score for a perceived alternative employment opportunity (PAEO) as reflected in Table 4.13 was all below the proposed 3.2 threshold which is considered developmental by the HSRC (Martins & Geldenhuys 2016). The lowest mean value (2.76) was for statement OPD 29: “It would be easy to find acceptable alternative employment”. This statement, in particular, shows that respondents have a negative perception of finding a new job that is as good as the current one. The perceived alternative employment opportunities variable had a mean score of $M=3.05$, $S.D=1.056$, which suggests that respondents were not satisfied with this variable. This is an interesting observation because the library could improve certain organisational variables to reduce turnover intention, as there are no perceived alternative employment opportunities for the respondents. The findings may support the previous studies that if employees believe that alternative job opportunities may be available, the employee turnover intention could increase.

Table 4-13: Organisational and personal descriptive construct analysis (PAEO)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
If I quit my current job, the chances to find another, better job are high (OPD25)	102	1	5	2.85	1.085	.109	.239

I strongly believe that I can find a new job that is at least as good as the current job (OPD26)	102	1	5	3.41	.968	-.446	.239
Given my age, education and general economic, the chance of attaining a suitable position in other organisation is high (OPD27)	102	1	5	3.25	1.112	-.237	.239
That chance of finding another job that would be acceptable is high (OPD28)	102	1	5	3.02	1.090	-.133	.239
It would be easy to find acceptable alternative employment (OPD29)	102	1	5	2.76	1.026	.209	.239
Average Mean and SD				3.05	1.056		

v. Promotion and recognition

As shown in Table 4.14, the mean distribution ranged between 1.96 to 4.04, with 1.119 standard deviation value. The highest mean value (4.04) was for statement OPD 34: “I would leave this organisation for a promotion”. What can be ascertained from this statement is that the COJLIS librarians may quit the organisation due to a lack of promotion prospects and recognition. On the other hand, statement OPD 31: “The company has a fair promotion criterion” had the lowest mean value of 1.96. Promotion and recognition had a mean score $M=2.62$, $S.D=1.119$, which was below the 3.2 threshold, which suggests that respondents were not satisfied with the promotion and recognition (PR) variable. Additionally, it can be denoted in totality through this average mean value of (2.62) that unfair promotion criterion, unsatisfactory rewards for excellent performance and lack of recognition for efforts, contributions and capabilities could possibly increase turnover intention.

Table 4-14: Organisational and personal descriptive construct analysis (PR)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
My supervisor recommends me for promotion (OPD30)	102	1	5	2.47	1.200	.281	.239
The company has a fair promotion criterion (OPD31)	102	1	5	1.96	1.071	.868	.239
I am satisfied with rewards and recognition for my achievement (OPD32)	102	1	5	2.04	.984	.619	.239
I am satisfied with the possibility of future career progression (OPD33)	102	1	5	2.51	1.184	.269	.239
I would leave this organisation for a promotion (OPD34)	102	1	5	4.04	1.033	-1.233	.239
When I do a good job, I receive the recognition for it that I should receive (OPD35)	102	1	5	2.37	1.177	.499	.239
There are good rewards for those who work for his organisation (OPD36)	102	1	5	2.09	1.006	1.011	.239
Line managers collaboratively set targets with direct reports (OPD37)	102	1	5	2.92	1.059	-.350	.239
There is a lack of employee recognition (OPD38)	102	1	5	3.25	1.362	-.308	.239

Average Mean and SD				2.62	1.119		
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vi. Personal interactions

Table 4.15 presents personal interactions (PI) variable of OPD construct. The personal interactions had a mean score of $M=3.52$, $S.D=0.998$, which clearly suggested that the respondents were moderately satisfied with personal interactions variable. The lowest mean value (3.01) was for statement OPD45: “Library staff are treated with respect and dignity”. It could be deduced that librarians expect to be treated with respect and dignity by library managers and leaders. On the contrary, the highest mean value (4.07) was for statement OPD46: “Good communication skills help you interact with co-workers and supervisors to make decisions, solve problems and achieve library goals”. The findings suggested that good communication skills and interpersonal skills from both supervisors, co-workers and managers are critical for the achievement of library goals and increased productivity.

Table 4-15: Organisational and personal descriptive construct analysis (PI)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
My supervisor has strong interpersonal skills (OPD39)	102	1	5	3.37	1.143	-.329	.239
I interact effectively and appropriately with the supervisor, co-workers and managers (OPD40)	102	1	5	3.95	.927	-1.195	.239
I like the friendliness of my co-workers (OPD41)	102	1	5	3.86	.856	-.695	.239
There is effective communication to maintain good interpersonal relations and productive at work (OPD42)	102	1	5	3.35	.951	-.343	.239

I am satisfied with the support of my direct colleagues during conflict situations (OPD43)	102	1	5	3.35	.886	-.326	.239
My direct supervisor is a good listener and handles grievance matters properly and on time (OPD44)	102	1	5	3.27	1.127	-.224	.239
Library staff are treated with respect and dignity (OPD45)	102	1	5	3.01	1.139	-.061	.239
Good communication skills help you interact with co-workers and supervisors to make decisions, solve problems and achieve library goals (OPD46)	102	1	5	4.07	.957	-1.383	.239
Average Mean and SD				3.52	0.998		

vii. Supervision

The results in Table 4.16 show that the mean value for the supervision (SUPE) dimension, as reflected in the OPD construct ranged between 2.62 and 3.70 with the standard deviation value of 0.995. The highest mean value (3.70) was for statement OPD47: “My supervisor and I have a good relationship”. This statement demonstrates that employees at COJLIS are satisfied with the variable. The respondents obtained a mean score of M=3.42, S.D=0.995, which indicates that the COJLIS librarians were positively satisfied with the supervision variable.

Table 4-16: Organisational and personal descriptive construct analysis (SUPE)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error

My supervisor and I have a good relationship (OPD47)	102	1	5	3.70	.942	-1.166	.239
My supervisor lacks impartiality to me (OPD48)	102	1	5	2.62	1.025	.435	.239
My supervisor distributes the work fairly (OPD49)	102	1	5	3.39	.987	-.671	.239
My supervisor has the competence in making decisions or suggest alternative solutions (OPD50)	102	1	5	3.53	.992	-.486	.239
My supervisor seems willing to listen to my problems (OPD51)	102	1	5	3.54	1.012	-.665	.239
My supervisor would defend me against others in the organisation if I made an honest mistake (OPD52)	102	1	5	3.43	1.039	-.462	.239
I do not mind working my hardest for my supervisor (OPD53)	102	1	5	3.62	.944	-.599	.239
My supervisor provides feedback (OPD54)	102	1	5	3.56	1.020	-.733	.239
Average Mean and SD				3.42	0.995		

viii. Leadership

Table 4.17 presents the leadership (LEAD) styles exercised in the library organisation. Both statements OPD57 and OPD60: “The leaders believe that it is best to leave subordinates alone” and “Employees are part of the decision-making process” have the lowest mean values of 2.65. The highest mean value (3.09) was for statement OPD61: “Most of the time the leadership does not explain their actions”. Also, the respondents indicated that leadership does not readily accept new ideas from subordinates, fails to explain the reasons for their actions (i.e.

implementing a change management strategy) and the situation is further complicated by a lack of involvement of librarians in the decision-making process as supported by statement OPD60.

For the purpose of this study, the threshold mean of 3.2 was used to interpret the mean results for leadership. Leadership had a mean score of $M=2.89$, $S.D=1.014$, which implies that respondents were not satisfied with certain types of leadership styles exercised by the library leaders, managers, and supervisors. Additionally, based on the findings of the present study, employees, including librarians, excluded from decision-making by autocratic managers may feel disempowered and think about terminating their services with the library organisation. Whereas, when employees are involved in decision-making by democratic or laissez-faire leaders and given total freedom to plan and monitor their library tasks, the turnover intentions may decrease significantly.

Table 4-17: Organisational and personal descriptive construct analysis (LEAD)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
In complex situations, leaders let subordinates work problems out on their own in the library (OPD55)	102	1	5	3.03	.928	-.059	.239
The leaders give subordinates complete freedom to solve problems on their own (OPD56)	102	1	5	3.05	.937	-.320	.239
The leaders believe that it is best to leave subordinates alone (OPD57)	102	1	5	2.65	.886	.065	.239

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
There is frequent and supportive communication from the leaders (OPD58)	102	1	5	2.96	.984	-.047	.239
The leaders regularly ask others for feedback on how well things are really going (OPD59)	102	1	5	2.90	1.058	.097	.239
Employees are part of the decision-making process (OPD60)	102	1	5	2.65	1.216	.307	.239
Most of the time the leadership does not explain their actions (OPD61)	102	1	5	3.09	1.063	-.129	.239
The leaders believe that employees need to be supervised closely or they are not likely to do their work (OPD62)	102	1	5	2.91	1.054	.024	.239
The leadership does not readily accept new ideas from subordinate (OPD63)	102	1	5	2.75	1.076	.214	.239
The leadership takes decisions arbitrarily (OPD64)	102	1	5	3.00	.944	.072	.239
Average Mean and SD				2.89	1.014		

ix. Training to develop and utilise new skills

The training to develop and utilise skills (TDUNS) mean value, as presented in Table 4.18 ranged from 2.95 to 3.60. The lowest mean value (2.95) was for statement OPD65: “There is the quality of developmental or training opportunities”. The highest mean value (3.60) was for statement OPD69: “Support for additional training and education”. Training to develop and utilise new skills variable had a general mean score of M=3.37, S.D=1.019, which indicates that COJLIS librarians are positively satisfied with training interventions and opportunities to apply learnt skills in the organisational environment.

The findings of the study as per Table 4.18 indicated that the library organisation provides training and education opportunities to learn, develop and utilise skills sets. In addition, it can be concluded that sub-education and skills development programmes within COJLIS are well-structured and aligned to respond to personal developmental goals of librarians and also add value to their future career prospects.

Table 4-18: Organisational and personal descriptive construct analysis (TDUNS)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
There are quality of developmental or training opportunities (OPD65)	102	1	5	2.95	1.093	-.319	.239
There is a chance to work alone on the job (OPD66)	102	1	5	3.34	1.076	-.628	.239
Opportunities to utilize your skills and talents (OPD67)	102	1	5	3.44	1.001	-.621	.239
Opportunities to learn new skills (OPD68)	102	1	5	3.46	1.012	-.740	.239
Support for additional training and education (OPD69)	102	1	5	3.60	.936	-.882	.239

I believe that my skills are used for the development of the organisation (OPD70)	102	1	5	3.43	1.000	-.534	.239
Average Mean and SD				3.37	1.019		

4.2.2.3 Personal determinants and turnover intention

The results of personal determinants influencing turnover intention, namely: job satisfaction and organisational commitment, are presented.

i. Job satisfaction

The results in Table 4.19 indicate that the mean value for job satisfaction (JS) ranged from 2.39 to 3.40. The lowest mean value (2.39) was for statement (OPD74): “Most people in this job are very satisfied”, and the highest mean value (3.40) was for statement (OPD75): “People in this job often think of quitting”. The overall job satisfaction mean score of $M=3.02$, $S.D=1.114$ was below the threshold of 3.2, which indicates that, overall, the respondents were not satisfied with the library organisation.

Working on the basis of HSRC’s (Martins & Geldenhuys 2016) statement regarding the threshold of a mean score, in the current study, the threshold mean of 3.2 was used to interpret the mean results for job satisfaction. Furthermore, the results suggested that most of the respondents were not satisfied in their jobs and contemplated quitting the library organisation due to various factors, which may include pay and fringe benefits, and working environment: flexi-working hours, leadership styles, among other factors.

Table 4-19: Organisational and personal descriptive construct analysis (JS)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
Generally speaking, I am very satisfied with this job (OPD71)	102	1	5	3.14	1.169	-.348	.239

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
I frequently think of quitting this job (OPD72)	102	1	5	2.86	1.194	.199	.239
I am generally satisfied with the kind of work I do in this job (OPD73)	102	1	5	3.32	1.073	-.485	.239
Most people in this job are very satisfied (OPD74)	102	1	4	2.39	.924	.132	.239
People in this job often think of quitting (OPD75)	102	1	5	3.40	1.213	-.208	.239
Average Mean and SD				3.02	1.114		

ii. Organisational commitment

The results in Table 4.20 indicated that the mean value for organisational commitment (OC) ranged from 2.41 to 3.45 with a (1.056) standard deviation value. The highest mean value (3.45) was for statement OPD76: “This library organisation has a great deal of personal meaning for me”. Whereas, statement OPD80: “I would feel guilty if I leave my library organisation now.” indicated the lowest mean value of (2.41). The general mean of all statements of organisational commitment was $M=2.96$, $S.D=1.056$. It can be observed exclusively through the average mean value of (2.96), which is below the threshold of 3.2, that librarians at COJLIS had a negative organisational commitment to the library organisation.

It can be further concluded that most of the respondents through the analysis of this mean value would leave the library organisation due to the perceived availability of job opportunities and dissatisfaction with certain facets of the job. Furthermore, some of the respondents would not fully support the vision, goals, and values, including remaining committed to and focused on completing any assigned library duties as well demonstrating a strong commitment to staying with the library.

Table 4-20: Organisational and personal descriptive construct analysis (OC)

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
This library organisation has a great deal of personal meaning for me (OPD76)	102	1	5	3.45	.991	-.328	.239
I really feel as if this library organisation's problems are my own (OPD77)	102	1	5	3.12	1.027	-.017	.239
I owe a great deal to my library organisation (OPD78)	102	1	5	3.04	1.043	-.133	.239
I feel that I have too few options to consider leaving this library organisation (OPD79)	102	1	5	3.13	1.096	-.074	.239
I would feel guilty if I leave my library organisation now (OPD80)	102	1	4	2.41	1.008	.217	.239
I do not feel "emotionally" attached to this library organisation (OPD81)	102	1	5	2.70	1.022	.304	.239
It would be very hard for me to leave my library organisation right now, even if I wanted (OPD82)	102	1	5	2.64	1.115	.324	.239
Right now, staying with my library is a matter of necessity (OPD83)	102	1	5	3.25	1.031	-.256	.239

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
This library organisation really inspires the very best in me in the way of job performance (OPD84)	102	1	5	2.89	1.024	-.119	.239
One of the few negative consequences of leaving this library would be the scarcity of other job opportunities (OPD85)	102	1	5	3.41	1.047	-.421	.239
I would be very happy to spend the rest of my career with this library organisation (OPD86)	102	1	5	2.54	1.114	.294	.239
I would not leave my organisation right now because I have a sense of obligation to its people (OPD87)	102	1	5	2.71	.960	.214	.239
I do not feel any obligation to remain with my current library organisation (OPD88)	102	1	5	3.32	.987	-.125	.239
Even if it were to my advantage, I do not feel it would be right to leave my library organisation now (OPD89)	102	1	5	2.49	.992	.554	.239
I do not feel a strong sense of "belonging" to my organisation (OPD90)	102	1	5	2.90	1.058	.250	.239
This library deserves my loyalty (OPD91)	102	1	5	3.33	1.056	-.192	.239

Organisational & personal determinants (OPD) construct analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
Too much of my life would be disrupted if I decided I wanted to leave my library now (OPD92)	102	1	5	2.75	1.114	.303	.239
If I had not already put so much of myself into this library organisation, I might consider working elsewhere (OPD93)	102	1	5	3.02	1.117	.048	.239
I am proud to tell others that I am part of this library organisation (OPD94)	102	1	5	3.25	1.156	-.338	.239
I talk about this library organisation to my friends as a great workplace (OPD95)	102	1	5	2.97	1.173	.020	.239
Average Mean and SD				2.96	1.056		
Valid N (listwise)	102						

4.3.3 Relationship between demographic, personal, organisational determinants, and turnover intentions

The findings on the causal relationship between demographic, personal, organisational determinants, and turnover intentions are presented in this section in order to identify which independent variables significantly predict turnover intention.

4.3.3.1 Relationship between demographic determinants and turnover intention

Based on the results presented in Table 4.7 on the age variable, 51 (50%) of the respondents reported turnover intention behaviour. While, on the other hand, 51 (50%) of the respondents also indicated the intention to remain with the library organisation. As already indicated in section 4.3.2.1, it is difficult to conclude that there is a significant relationship between age and turnover intention.

Table 4.8 indicates that tenure (length of service) has direct relationships with librarians' turnover intention. The findings revealed that the majority of the respondents 52 (51%) with a minimum of six months' experience and more obtained the mean value below the threshold of 29.5, which implies that they intend to leave the library organisation. It can be deduced from the finding that years of service has consistently been found to increase turnover intention, and factors that can be attributed to turnover intention must be addressed. For instance, employees with years of experience expect to be offered good compensation considering skills and experience. If they are not compensated fairly, they are likely to seek alternative job opportunities.

As indicated in Table 4.9, job designation has a significant impact on turnover intention. As referenced in the Table 4.9, the evidence is presented that about 51 (50%) of the respondents intend to stay with the organisation, and other 51 (50%) of the respondents want to leave. The findings also indicated that with perceived increases in job designation level, the turnover intention increases. In addition, only 17 (17%) of the librarians in the senior management and middle management strata compared to four (4%) librarians within the same strata indicated in Table 4.9 have intentions to quit. In conclusion, the results could also purport that improvement of payment and fringe benefits, benefits, leadership and reduced workload and stress could significantly reduce turnover intentions.

4.3.3.2 Relationship between personal and organisational determinants, and turnover intentions

In this section, the relationship between organisational determinants namely: payments and fringe benefits (PFB), location of workplace (LOW), working environment: flexi-working

hours (work-life balance) (WEF), perceived alternative employment opportunity (PAEO), promotion and recognition (PR), personal interactions (PI), supervision (SUPE), leadership (LEAD) and training to develop and utilise new skills (TDUNS) and turnover intention (TI) was presented. In addition, the relationship between job satisfaction (JS), organisational commitment (OC) and turnover intention (TI) was also presented. Table 4.21 depicts the correlation between organisational and personal determinants (independent variables) and turnover intention (dependent variable).

Table 4-21: Correlation of turnover intentions

Correlations		TI	PFB	LOW	WEF	PAEO	PR	PI	SUPE	LEAD	TDUNS	JS	OC
Pearson Correlation	TI	1.000	-.545	-.091	-.487	.133	-.384	-.262	-.189	-.071	-.289	-.233	-.406
	PFB	-.545	1.000	.227	.396	.082	.604	.180	.230	.194	.430	.198	.347
	LOW	-.091	.227	1.000	.154	.019	.205	-.019	.125	.101	.218	.164	.185
	WEF	-.487	.396	.154	1.000	.079	.314	.290	.332	.212	.314	.173	.124
	PAEO	.133	.082	.019	.079	1.000	.255	.045	-.053	.243	.117	-.018	-.143
	PR	-.384	.604	.205	.314	.255	1.000	.269	.320	.364	.438	.327	.352
	PI	-.262	.180	-.019	.290	.045	.269	1.000	.756	.399	.328	.137	.044
	SUPE	-.189	.230	.125	.332	-.053	.320	.756	1.000	.416	.364	.163	.187
	LEAD	-.071	.194	.101	.212	.243	.364	.399	.416	1.000	.325	.053	.192
	TDUNS	-.289	.430	.218	.314	.117	.438	.328	.364	.325	1.000	.221	.294
	JS	-.233	.198	.164	.173	-.018	.327	.137	.163	.053	.221	1.000	.334
OC	-.406	.347	.185	.124	-.143	.352	.044	.187	.192	.294	.334	1.000	
Sig. (1-tailed)	TI	.	.000	.181	.000	.091	.000	.004	.029	.240	.002	.009	.000
	PFB	.000	.	.011	.000	.205	.000	.035	.010	.025	.000	.023	.000
	LOW	.181	.011	.	.061	.424	.020	.427	.106	.156	.014	.050	.032
	WEF	.000	.000	.061	.	.215	.001	.002	.000	.016	.001	.041	.108
	PAEO	.091	.205	.424	.215	.	.005	.326	.299	.007	.120	.430	.076
	PR	.000	.000	.020	.001	.005	.	.003	.001	.000	.000	.000	.000
	PI	.004	.035	.427	.002	.326	.003	.	.000	.000	.000	.084	.330
	SUPE	.029	.010	.106	.000	.299	.001	.000	.	.000	.000	.051	.030
	LEAD	.240	.025	.156	.016	.007	.000	.000	.000	.	.000	.300	.026
	TDUNS	.002	.000	.014	.001	.120	.000	.000	.000	.000	.	.013	.001
	JS	.009	.023	.050	.041	.430	.000	.084	.051	.300	.013	.	.000
OC	.000	.000	.032	.108	.076	.000	.330	.030	.026	.001	.000	.	

Based on the Pearson Correlation co-efficient output shown in Table 4.21 above, it specified that there is a significant negative relationship between some of facets organisational determinants and turnover intention. Payments and fringe benefits ($r = -.545, p < 0.000$) have the strongest significant negative relationship towards turnover intention. The working environment (flexi-working hours (work-life balance)) has a co-efficient of $r = -.487, p < 0.000$ and has the second strongest negative significant relationship with turnover intention. It is followed by promotion and recognition ($r = -.384, p < 0.000$), training to develop and utilise new skills ($r = -.289, p < 0.002$), personal interactions ($r = -.262, p < 0.004$), and supervision ($r = -.189, p < 0.029$).

The test is said to be significant when the p-value is below 0.05, which means the independent variables are significant in explaining the dependent variable. According to the results, any improvement on these six variables is required in order to surmount the problem of the turnover intention of librarians at COJLIS. These results are not surprising, as dissatisfied with pay and fringe benefits, promotion and recognition, working conditions and lack of opportunity to utilise skills would develop higher turnover intention.

The significant value (p-value) for location of workplace ($p = .181$), perceived alternative employment opportunity ($p = .185$) and leadership ($p = .240$) are greater than the critical value of 0.05, and further interpretation is not available. Therefore, there is no relationship between these three independent variables and turnover intention.

The findings, as referenced in Table 4.21 bear evidence that an inverse relationship between personal determinants and turnover intention. After an examination of data, a significant negative relationship between job satisfaction and turnover intention ($r = -.233, p < 0.009$) was established. The results of the current study showed that COJLIS is dissatisfied with the specific job characteristics such as payments and fringe benefits, working environment: flexi-working hours (work-life balance and promotion and recognition). Special attention is required to be paid to improvement and increasing of the job satisfaction variable in order to reduce librarians' turnover intention.

The only very strong, negative relationship that was statistically significant is between organisational commitment and turnover intention ($r = -.406, p < 0.000$). The analysis of the results reveals that many of the respondents did not feel a sense of loyalty or obligation to

remain with the library organisation. In addition, the results may suggest that when employees such as librarians are less committed to the organisation, the turnover intention behaviour may increase. Moreover, it was denoted from the results that organisational commitment is one of the most influential factors to the turnover intention. In conclusion, improvement in organisational commitment will decrease the turnover intention in the organisation.

4.3.4 Implications of turnover intentions for the provision of library services

The responses in Table 4.22 were related to the purpose of this study on turnover intention to establish whether librarians are planning to stay at or quit the library organisation, and the implications of turnover intentions on the provision of library services as per the objective in section 1.4. In the turnover intentions construct analysis in Table 4.22, the mean scores ranged between 2.51 and 4.09, which clearly suggests that responses within these constructs ranged from disagree (2) to agree (4). The highest mean was for statement ITI1: “I would quit my present job for a similar position with better pay in another organisation at the least opportunity” showed a significant agreement with a mean value of 4.09. In addition, based on the observation of the mean value of 3.83, most of the librarians at COJLIS are contemplating to leave the organisation immediately when they secure better job offers.

The findings of this study, as per Table 4.22, suggested that turnover intention presents a negative and significant threat to the library. The mean distribution of the analysed ITI construct in relation to the implication of turnover intention on the provision of library services ranged between 3.20 and 3.54. Table 4.22 shows that turnover intention is significantly correlated with decreasing morale and productivity, taking into consideration the mean value of 3.54, and followed by a shortage of skilled and qualified staff with a mean value of 3.44 required to enhance library service delivery.

Table 4-22: Implication of turnover intentions construct

Turnover intentions Descriptive analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
I would quit my present job for a similar position with better pay in another organisation at the least opportunity (ITI1)	102	1	5	4.09	1.045	-1.189	.239
Continuation with my present employer will not fulfil my life expectation (ITI2)	102	1	5	3.53	1.022	-.138	.239
As soon as I can find a better job, I will quit this organisation (ITI3)	102	1	5	3.84	1.158	-.740	.239
I often think about quitting my job (ITI4)	102	1	5	3.35	1.208	-.060	.239
I will probably look for a job outside of this organisation within the next three years (ITI5)	102	1	5	3.30	1.159	-.152	.239
It is very unlikely that I would ever consider leaving this organisation (ITI6)	102	1	5	2.51	1.051	.470	.239
I prefer very much not to continue working for this organisation (ITI7)	102	1	5	3.09	1.161	.212	.239
I will likely actively look for a new job in the next year (ITI8)	102	1	5	3.13	1.087	-.022	.239

Turnover intentions Descriptive analysis	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
The first pages of a newspaper I read daily are the job advertisement pages (ITI9)	102	1	5	2.62	1.203	.640	.239
Average Mean and SD				3.27		1.121	
Loss of knowledge and knowledge transfer challenges (ITI10)	102	1	5	3.34	1.147	-.227	.239
Decreasing morale and productivity (ITI11)	102	1	5	3.54	1.105	-.348	.239
Disruption of library organisational operations (ITI12)	102	1	5	3.20	1.186	-.281	.239
Decreasing customer service and quality of library service (ITI13)	102	1	5	3.32	1.228	-.383	.239
Shortage of skilled and qualified librarians (ITI14)	102	1	5	3.44	1.140	-.487	.239
Direct and indirect costs on library organisation (ITI15)	102	1	5	3.35	1.078	-.264	.239
Valid N (listwise)	102						

4.3.5 Talent retention strategy for libraries in the COJLIS

The purpose of this section of the questionnaire was to propose a talent retention strategy for libraries in the COJLIS as per the objective in section 1.4. In the talent retention construct analysis in Table 4.23, the mean ranged between 2.22 and 2.75, which clearly suggests that responses within these constructs ranged from dissatisfied (2) to slightly satisfied (3). It could

be concluded by taking into account the mean value (2.22) for statement TRL4: “Fair and merit-based compensation and benefits” that COJLIS librarians show a level of dissatisfaction with compensation and benefits variable.

Furthermore, the findings indicated that respondents are not entirely satisfied with the mentorship and succession planning programmes. The lower standard deviation scores showed that there was little variation between the responses from the respondents. It should also be noted that the proposed talent retention model for librarians within the COJLIS will incorporate demographic, organisational and personal determinants’ mean scores and p-values and its impact on turnover intention

Table 4-23: Talent retention in public libraries construct

Descriptive Statistics							
Talent Retention in Public libraries	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Mentorship programmes and succession planning (TRL1)	102	1	5	2.44	1.040	.322	.239
Career management developmental opportunities and skills training (TRL2)	102	1	5	2.67	1.047	.180	.239
Job enrichment (e.g. challenging work, task variety, autonomy) (TRL3)	102	1	5	2.75	.989	.263	.239
Fair and merit-based compensation and benefits (TRL4)	102	1	5	2.22	.940	.355	.239
Supervision and management support (TRL5)	102	1	5	2.70	.993	-.220	.239

Work-life balance policies (TRL6)	102	1	5	2.74	.943	-.093	.239
Valid N (listwise)	102						

4.3.6 The overall mean scores for the determinants of turnover intentions

In this section, the summary of mean scores and standard deviations for independent variables influencing turnover intentions of COJLIS librarians, including turnover intention as the dependent variable, are presented in Table 4.24.

Table 4-24: Average mean scores for OPD constructs and turnover intention

Dimension	Mean	Standard deviation
Payment and fringe benefits	2.06	0.969
Location of workplace	3.1	1.134
Working environment: Flexi working hours (Work-life balance)	3.06	1.128
Perceived alternative employment opportunity	3.05	1.056
Promotion and recognition	2.62	1.119
Personal interactions	3.52	0.998
Supervision	3.42	0.995
Leadership	2.89	1.014
Training to develop and utilise new skills	3.37	1.019
Job satisfaction	3.02	1.114
Organisational commitment	2.96	1.056
Turnover intention	3.27	1.121

Working on the basis of HSRC's (Martins & Geldenhuys 2016) statement regarding the threshold of a mean score, it is important to note that for the purposes of this study, the baseline mean of 3.2 was used to interpret the mean results for OPD construct items. However, turnover intention results were interpreted based on a specific scale by Sekaran (2003).

4.4 Correlation analysis of the constructs

The relationship between the constructs is evaluated in this section. The results of the survey are analysed using correlation to determine the linear relationship between two or more constructs. The significant correlation was flagged by SPSS with two asterisks (0.01) level. The current study used Pearson's Product Moment Correlation for coefficient, as reflected in Table 4.25. The correlation results between the qualified model constructs are also depicted in Table 4.25. The results indicated that there is a strong correlation between the OPD, TRL and ITI constructs. The correlation significance levels between these two constructs were at the 0.00 level (2-tailed), that is, $p < 0.01$. Looking at the other results in Table 4.28 it can be seen that the OPD construct is also significant to the remaining constructs, which is TRL, the significant correlation level of which was at 0.00 level (2-tailed); that is $p < 0.000 < 0.01$. From the analysis it is proved that OPD has a negative relationship with ITI ($r = -.510$, $p < 0.000 < 0.01$) and has a positive relationship with TRL ($r = .601$, $p < 0.000 < 0.01$). In addition, TRL is negatively correlated to ITI ($r = -.452$, $p < 0.000 < 0.01$)

Table 4-25: Pearson's correlation coefficient for all construct items

		Organisational Personal determinants (OPD)	Implications of turnover and Intention (ITI)	Talent Retention in Libraries (TRL)
Organisational Personal determinants (OPD)	Pearson Correlation	1		
	Sig. (2-tailed)		.	
	N	102		
Implications of turnover intention (ITI)	Pearson Correlation	-.510**	1	
	Sig. (2-tailed)	.000		
	N	102	102	

		Organisational Personal determinants (OPD)	Implications of turnover and Intention (ITI)	Talent Retention in Libraries (TRL)
Talent retention in libraries (TRL)	Pearson Correlation	.601**	-.452**	1
	Sig. (2-tailed)	.000	.000	
	N	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

4.4.1 Linear regression

The linear regression test was conducted as reflected in Table 4.26 to test the effect of independent variables (ODP), and the dependent variable, which is the ITI. The R-value (.541) relates to the correlation between the independent variables (OPD), and the dependent variable (ITI). The variance in COJLIS librarians' turnover is indicated as 29.3 by the R-square value by the OPD variable, while the other remaining 70.7 is expressed by other factors. According to Table 4.26, the value of sigma (.000) is lower than the significant level ($p < 0.005$). This proves that there is a statistical significant effect of the OPD variables on turnover intention of librarians at COJLIS.

Table 4-26: Linear model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.541 ^a	.293	.279	7.12304	.293	20.517	2	99	.000

a Dependent Variable: Implications of turnover and Intention

b. Predictors: (Constant): Organisational Personal Determinants

The analysis of variance (ANOVA) results indicated that the regression model predicts the independent variables very well in Table 4.27. The ANOVA table results showed that $p= 0.000 < 0.01$, which implies that the model significantly predicts the dependent variable, implications of turnover and intention.

Table 4-27: Anova analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2081.954	2	1040.977	20.517	.000 ^b
	Residual	5023.036	99	50.738		
	Total	7104.990	101			

a. Dependent Variable: Implications of turnover and Intention

b. Predictors: (Constant), Talent Retention in Libraries, Organisational Personal Determinants

Table 4.28 presents the unstandardised and standardised coefficients, which are the estimates that resulted from the regression analysis. The model tab indicates the multiple models that are being reported on. The unstandardised coefficients (**B**) are the values for the regression equation for predicting the dependent variable from the independent. The column of estimates provides the values for OPD and ITI for this equation. The regression coefficient received for OPD is $-.099$, which reports negative variation -10% in ITI. It means for every unit increase in OPD, a $-.10$ -unit decrease in ITI is predicted, keeping all other variables constant. The last value, the regression coefficient received for TRL, is $-.405$. For every unit increase in TRL, there is an expectation of a $-.41$ -point decrease in the ITI score.

Standardised (beta) coefficient variables in Table 4.28 were put on the same scale to compare the magnitude of the coefficients in order to see which one has more of an effect. It can be noticed that the larger betas are associated with the larger t-values and lower p-values. The **t** and **Sig** are the t-statistics and their associated 2-tailed p-values in testing whether a given coefficient is significantly different from zero. The 95% confidence intervals for B are related to the p-values such that the coefficient will not be statistically significant if the confidence interval includes zero.

Table 4-28: Coefficients analysis

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	83.906	6.631		12.653	.000	70.748	97.064
	Organisational Personal Determinants (OPD)	-.099	.028	-.373	-3.529	.001	-.155	-.043
	Talent Retention in Libraries (TRL)	-.405	.188	-.227	-2.149	.034	-.779	-.031

a. Dependent Variable: Implications of turnover intention

4.4.2 Chi-square test analysis

The analysis of the chi-square (χ^2) results is discussed in this section. According to Leedy and Ormrod (2015:259), chi-square test is defined as a statistical procedure used to determine how closely observed frequencies or probabilities match the expected frequencies or probabilities between two variables. In this context, the cross tabulation of ITI and the independent variables, implications of turnover intention, which can be explained by independent variables of organisational and personal determinants (OPD) and talent retention in libraries (TRL) were carried out to establish where relationships exist. A summary of cross tabulation of independent variables with the dependent variable implications of turnover intention is depicted in Table 4.29. This chi-squared case processing summary indicates the number of valid cases used for the analysis of the turnover intention of COJLIS librarians. Only cases used for statistical analysis in this study included questionnaires with no missing data on OPD, TRL and ITI constructs as well as demographic information

Table 4-29: Chi-squared case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organisational Personal determinants * Implications of turnover intention	102	100.0%	0	0.0%	102	100.0%
Organisational Personal determinants * Talent Retention in Libraries	102	100.0%	0	0.0%	102	100.0%

Table 4.30 demonstrates the results of chi-square as tested on SPSS between OPD and ITI. A chi-square statistic measures how expectations compare to actual observed data in the research study. The data should be random and mutually exclusive from independent variables and drawn from a large sample. A chi-square statistic reflects any discrepancies between the expected results and the actual levels as referenced in section 4.2.2

Table 4-30: ITI and OPD Chi-squared tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2229.801 ^a	2210	.379
Likelihood Ratio	584.587	2210	1.000
Linear-by-Linear Association	26.265	1	.000
N of Valid Cases	102		

a. 2310 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

The results produced the reported value of chi-square (χ^2) of 2229.801 with 2210 degrees of freedom (df) at $p = 0.000 < 0.379$. The implication is that the relationship between OPD and ITI is not significant. In the OPD and TRL chi-square test analysis in Table 4.31, the value of chi-square (χ^2) of 1390.751 with 1235 degrees of freedom (df) at $p = 0.000 < 0.01$. The

implication is that the relationship between OPD and TRL is significant, as indicated in Table 4.31.

Table 4-31: OPD and TRL chi-squared tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1390.751 ^a	1235	.001
Likelihood Ratio	478.627	1235	1.000
Linear-by-Linear Association	36.517	1	.000
N of Valid Cases	102		

a. 1320 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

4.5 Summary

This chapter presented the results of the demographics of the respondents, followed by the analysis of all three constructs, which were further tested for correlations. The questionnaires were analysed, and results are given relating to the research objectives, as indicated in section 1.4 of Chapter One. Key issues found from the study are as follows:

- The findings suggest that many respondents of the ages of 40 years and above scored below the mean score (29.5), which implies that the employees with a higher age are more likely to resign than employees of a lower age; this is also the case at management level.
- The results indicated that an overwhelming number of respondents had expressed a high level of dissatisfaction with salary and fringe benefits based on its lowest mean scores (2.06). The low salary and fringe benefits can significantly increase the turnover intention of the librarians at the COJLIS.
- The findings indicated that respondents were dissatisfied with promotion prospects and also with recognition for their performance.
- The leadership had a mean score below 3.2, which suggests that the COJLIS librarians are not satisfied with this variable.

- Higher mean scores (above 3.2) were obtained for personal interaction, supervision and training to develop and utilise new skills, which is evidence that respondents were satisfied with these variables.
- The results reported a significant relationship between payments and fringe benefits ($r = -.545, p < 0.000$), working environment: flexi-working hours (work-life balance) ($r = -.487, p < 0.000$) and promotion and recognition ($r = -.384, p < 0.000$).
- The findings revealed a negative significant relationship between organisational commitment ($r = -.406, p < 0.000$) and job satisfaction ($r = -.233, p < 0.009$) and turnover intention.
- The significant number of respondents exhibit turnover intention behaviours, and respondents are in good agreement that turnover intention decreases morale and negatively affect productivity.
- Fair and merit-based compensation and benefits as one of the retention strategies in public libraries reported a weak agreement (2.22), which suggests that an overwhelming majority of respondents are dissatisfied with this variable.

The next chapter interprets and discusses the research findings.

CHAPTER FIVE

INTERPRETATION AND DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

The purpose of this study was to investigate the determinants of the turnover intention of public librarians at the COJLIS with a view to developing a retention strategy. Creswell and Creswell (2018:158) state that an interpretation in quantitative research focuses on drawing conclusions from the results for the research questions or whether the hypothesis was supported or not supported.

Leedy and Ormrod (2015) highlight that in the interpretation of data, the researcher should be careful not to go too far beyond the data and should allow the data to speak for itself. For instance, the researcher may not like what the data say as it may not confirm or support the preconceived notions. But, it is important for the researcher to be a servant of the scientific research method because the evidence is critical. The research findings from the present study will be compared with what was found in the preceding studies that were covered under the literature review under Chapter Two. In Chapter Four, the results of the quantitative data analysis were presented. In the discussion of the findings, the research objectives will be considered. This chapter will then reflect on how the results and findings related to the research objectives. The relevant conclusions and recommendations will be drawn later.

The results are interpreted and discussed based on the following research objectives:

- determine demographic, organisational and personal determinants influencing turnover intentions of librarians.
- establish the causal relationship between demographic, personal, organisational determinants, and turnover intentions.
- determine the implications of turnover intentions to the provision of library services.
- propose a talent retention strategy for libraries in the COJLIS.

5.2 Discussion in respect of the objectives of the research study

In this section, the objectives of the current study, as outlined in section 1.3 were discussed in line with the findings of this study and relevant literature. The conceptual framework for this study is constructed on the theories, models, reviewed literature (Nair, Mee & Cheik 2016; Ngulube 2019; Ngulube 2020; Perez 2008; Price & Mueller 2000; Price 2001; Spector 1997) and the researcher's own experience. Mobley's (1977) employee turnover process model was germane to this study, as discussed in more detail in section 2.9 under Chapter Two

The conceptual framework will serve as a vehicle in understanding the determinants influencing librarians' turnover intention at the COJLIS. This is due to the fact that there is no universally approved conceptual framework that includes important reasons, factors and variables that influence the turnover process. As discussed in the preceding chapters, four objectives were set for this study. Each of these will be discussed, together with the research questions and sub-questions related to each.

5.2.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians

The first objective was to determine demographic, organisational and personal determinants influencing turnover intentions of librarians at the COJLIS. A detailed discussion of the demographic determinants and organisational determinants of the turnover intentions will follow, followed by a discussion of the personal determinants that predict turnover intention.

5.2.1.1 Demographic determinants and turnover intention

This section provides a detailed discussion of demographic determinants influencing the turnover intention of librarians. The following variables will be discussed: age, tenure and job designation level as per descriptive statistics depicted in section 4.3.2.1 (see Tables 4.7 to 4.9).

With regard to age and turnover intention, taking into account the mean score, it was evident that 51 (50%) of the librarians intended to quit the COJLIS, while 51 (50%) want to stay with the library. The results of this study are in conflict with previous research conducted by

Biswakarma (2016), Masemola (2011) and Munro (2015). Victoria and Olalekan (2016) found that age is one of the consistent and reliable demographic variables that affect turnover intention. Albaqami (2016) found that age has no significant impact on employee turnover intention. The major finding of the current study is that the older librarians (40%) as evidenced in Table 4.7 compared to their younger counterparts (35%) in the COJLIS exhibit higher turnover intentions.

Further, this finding also disconfirms the findings of the peer-reviewed studies (Abubakar, Chauhan & Kura 2014; Aruna & Anitha 2015; Biswakarma 2016; Cotton & Tuttle 1986; Chen, Kuo, Cheng, Hsai & Chien 2010; Masemola 2011; Martin & Roodt 2008) which reported that young employees are more likely to exhibit turnover intention than their older counterparts. Based on this surprising and unexpected finding, as indicated in Table 4.7, librarians who are 40 years and older displayed a high probability to leave the organisation. This is despite librarians having invested more in the organisation with specific reference to the pension fund and professional experience.

In relation to tenure and turnover intention as depicted in Table 4.8, 52 respondents (51%) wanted to quit, in comparison with 50 respondents (49%) who wanted to stay with the library organisation. The results of this study are in agreement with findings of Oskarsdottir (2015) which revealed that tenure with the organisation, including libraries, is a significant predictor of turnover. The results of the current study revealed that the majority of the librarians who have been with the organisation for a considerable length of time report turnover intention. Furthermore, a significant number of librarians with six months' experience and above, as indicated in Table 4.8 displayed turnover intention tendencies. This finding that employees with a longer length of service (tenure) are more likely to quit the organisation is supported by Victoria and Olalekan (2016).

This is in contrast to the findings of Bandhanpreet, Mohindru and Pankaj (2013) and Millard (2003) that employees such as librarians are satisfied with their jobs and are concerned about the job security, and would remain with the organisation. Furthermore, this finding is in contrast to the findings of research that was done by Wren, Berkowitz and Grant (2014) that older employees think fewer job opportunities are available and choose to remain employed with an organisation.

The findings of this study differed from Becker's (1962) human capital theory, which advocates that employees, including librarians, invests in the library organisation over time (e.g. retirement, pension funds, pay increases, fringe benefits, position) and these investments bind librarians to the organisation.

According to Becker's (1962) human capital theory, as age and tenure increase, the employee bonds with the organisation and the possibility of resigning decreases. A basic tenet of the human capital theory is that the salary increases during an employee's life cycle because of knowledge and skills gained in the years of employment (Tracey 2015). Additionally, it can be noted that a significant percentage of salary increases happen when librarians change jobs. Salary increases are also influenced by human capital assets and library-specific knowledge gained in the years of experience (Tracey 2015). This could be attributed to a perceived availability of external job opportunities, and the capability of the librarians to match the required experience and skills.

The job designation level and turnover intention through the assessment of the mean score value (29.5), it was found that 51 (50%) of the respondents wanted to leave the library organisation. Based on the analysis of the results, the present findings are therefore partially consistent with previous studies (Albaqami 2016; Alkahtani 2015; Oskarsdottir 2015; Randhawa 2007) which identified that a job designation level has a significant influence on the turnover intention. In the present study, the most surprising and unexpected results showed that the 17 (17%) of the librarians in middle and senior management strata intended to quit in comparison with 4 (4%) who want to remain in the library.

This can be attributed to the job stress, poor salaries, lack of performance bonus (e.g. institutional review processes initiated by CoJ discontinued performance bonuses, after changing fix-term contracts to permanent positions) work- role ambiguity, work-family conflict and workload (e.g. the number of libraries being managed) which are considered negative consequences to be associated with turnover intention (Belete 2018; Kumari 2018). The delays in filling the vacant positions following the resignations of librarians, dissatisfaction with pay and fringe benefits, and also taking into consideration what external library organisations offer together with more responsibilities could contribute to turnover intention in this category of librarians.

The finding that turnover intention is high in lower-level employees, as indicated by Samuel and Chipunza (2009) is not supported by the results of this present study. For instance, as indicated in Table 4.9, more librarians in the senior and middle management positions 17: (17%) displayed turnover intentions than librarians within the same strata 4 (4%). This finding implies that the turnover intention was also found to differ based on the job designation level. The results disconfirm the findings of the peer-reviewed studies in the literature that employees at a high job level had a lower turnover intention (Abdullah, Alias, Zahari, Karim, Abdullah, Salleh, Musa 2010).

5.2.1.2 Organisational determinants and turnover intention

This section provides an in-depth discussion and interpretation of organisational determinants influencing the turnover intention, namely: payment and fringe benefits, location of workplace, working environment: flexi working hours (work-life balance), perceived alternative employment opportunity, promotion and recognition, personal interactions, supervision and leadership, and training to develop and utilise new skills as reflected in section 4.3.2.2 (see Tables 4.10 to 4.20 for mean score and standard deviation) of Chapter Four.

i) Payment and fringe benefits

The mean rating and standard deviation of pay and fringe benefits (M=2.06, S.D 0.969) as indicated in Table 4.10 were far below the suggested 3.2 threshold, and seemed to be the least satisfying variable in the library organisation. This implies that the librarians were dissatisfied with how they were being rewarded for their role in the organisation, and also demonstrated discontentment with the fringe benefits. The strong effect of salaries and fringe benefits on turnover intentions of librarians at the COJLIS is also consistent with research studies conducted around the globe which confirm that money influences turnover intention (Belete 2018; Biswakarma 2016; Callier 2011; Fyn, Heady, Foster-Kaufman & Hosier 2019; Idiegbeyanose et al 2018; Johennesse & Chou 2017; Nhema & Mutenheri (2016); Nyamubarwa 2013; Okoye 2017; Zhang 2016). The findings of this study are also supported by early studies of Trevor *et al* (1997), Griffeth and Gaertner (2001), and Samuel and Chipunza (2009) that employees often quit one job for another because they are offered higher pay.

Erasmus, Strydom and Rudansky-Kloppers (2016:350-353) state that compensation is not only restricted to extrinsic rewards (salary and benefits), but also include intrinsic rewards (personal growth, challenging job opportunities) to motivate employees to remain in the library organisation for many years. The results of the present study indicated that the organisation or institution must ensure that the compensation policy does not lead to a high librarian turnover. In conclusion, it is must be a priority of the library organisation to initiate external comparison, salary survey, and internal comparison and job evaluation (e.g. factor-comparison method: jobs are compared according to the demands they make on the librarian in terms of knowledge, level of responsibility and decision making skills) of the professional positions in order to develop better retention guidelines.

Vong (2003) reports that employees would change their job for a 10% increment in salary. Therefore, the institution working together with senior library management and human resource practitioners should consider implementing a competitive salary structure to avoid a high turnover motivated by a 10% increase and future salary prospects at another library organisation. Nasuridin *et al* (2018) emphasise that payment and fringe benefits should be externally benchmarked for fairness and competitiveness with other local governments and other government departments in order to increase the intention to stay with the library.

ii) Location of workplace

The respondents recognised the location of the workplace (M=3.1, S.D=1.134) one of the contributory determinants influencing the turnover intention. This finding confirms the results of the existing studies which proved that workplace location has a potential to have a negative impact on employees' such as librarians' level of job satisfaction and, in turn, increase their turnover intentions (Alkahtani 2015; Bushra 2012; Nair *et al* 2016).

The results of this study provide support for the library organisation to improve on the placement of the librarians in various regions and units considering the multiplicity of factors. For instance, librarians could be attracted to specific libraries due to their regional advantages such as availability of public transport, less commuting time, less traffic congestion and educational institutions for their children, as well as their developmental needs.

iii) Working environment: flexi working hours (work-life balance)

The results of this study highlight that COJLIS librarians were not satisfied with their working environment: flexi working hours (work-life balance) (M=3.06, S.D=1.128). The finding that the dissatisfaction with the working environment: flexi working hours stimulated turnover intention was also supported in a study by Coetzee and Schreuder (2010). These authors emphasised that employees such as librarians who have access to fair work-life policies reported lower turnover intentions.

These findings suggest that if the library organisation wishes to reduce the turnover rate and intentions of their most skilled and talented crop of librarians, the City of Johannesburg's Flexi Time Policy (2008) should be implemented across all the public libraries, while ensuring that service standards are maintained and the library operational requirements are met. The findings of this study suggest that any dispute arising from the interpretation and application of the flexi-time policy should be handled by human resource managers working collaboratively with library leadership. This could contribute to ensuring uniformity and a harmonious working environment in the application of the policy in the regions and units with the library directorate, as evidenced by the dissatisfaction with this variable.

The flexi-time policy emphasises that the final decision should be based on the needs of the individual and the CoJ as the variation (starting and ending times or hours worked during a day) must not disrupt or prejudice the operations of the department/service such as the provision of library services. According to Koekemoer and Mostert (2010), work approaches that integrate the library organisation's adaptivity and flexibility towards librarians' work style and personal life need to be realised considering competing pressure in dedicating time for work, family and other social responsibilities.

Demerouti, Bouwman and Sanz-Vergel (2011:168) state that when employees have difficulties in balancing their work and personal life, having emotional support at work makes them feel that the organisation cares for them. For instance, employees who have depleted their family responsibility leave and annual leave due to the hospitalisation of their children and spouse could be allowed to work part-time (08h00 to 13h00) and work those hours owed to the library on Saturdays, as regional libraries close at 17h00, with no added financial costs.

iv) Perceived alternative employment opportunity

The overall mean scores for perceived alternative employment opportunities ($M=3.05$, $S.D=1.056$) were below the suggested 3.2 threshold as indicated in Table 4.13, and it is surprising and unexpected that respondents do not see alternative employment opportunities besides the COJLIS. This finding contradicts the finding of O'Bryan and Casey (2017) and Uitzinger *et al* (2018) that when talented employees such as librarians are not intellectually stimulated by their work, they may seek alternative employment. Previous studies (Mobley *et al* 1979; Price, 2001) have shown that employees, including librarians, leave the organisation based on the number of perceived available job opportunities external to the library organisation).

The literature studies indicate that employees may prefer to remain with their current library organisation because they regard the cost of leaving the organisation as too high or riskier (Meyer & Allen, 1997; Schlechter *et al* 2016). Another possible reason for this finding could be that most of the librarians are really hopeful that the library organisation could improve certain elements of job satisfaction (e.g. salaries and fringe, working environment) in the future to increase their stay.

v) Promotion and recognition

The mean score value of promotion and recognition ($M=2.62$, $S.D=1.119$) indicated that the respondents had unsatisfactory responses to more statements on this variable. Along a similar line, Ogiamien and Izuagbe (2016) indicate that a lack of career growth or promotion opportunities could have adverse effects on turnover intention. Spector (1997) affirms that employees who feel that they have the same opportunity of being promoted as their peers will be more satisfied with their job, which suggests the decrease in turnover intention.

Another significant finding is that a lack of recognition within the organisation would increase turnover intention. This finding is in line with the findings of Ramogale (2016) and Nhema and Mutenheri (2016) who found that failure to offer an incentive for hard work, irrespective of whether it is monetary or non-monetary, may increase turnover intention. Siew (2017:1) highlights that failure by the leaders and managers, including in public libraries, to recognise

their employees' contribution could eventually alienate employees and decrease their job satisfaction and organisational commitment and increase employee turnover intention.

In a study among teacher-librarians, Maithili and Navaneethakrishnan (2014) found that a lack of recognition and promotion as imperative factors that negative impact on job satisfaction increases the probability of an employee departing from the organisation. Hence, the lack of promotional opportunities, including the inconsistent application of promotion policies can lead to the deterioration of the skilled and talented librarians within the public sector.

vi) Personal interactions

It is apparent through the analysis of the mean value of personal interaction ($M=3.52$, $S.D=0.998$) as depicted in Table 4.15 that librarians were satisfied with the variable. This finding in its entirety was supported by Yamazakia and Petchdee (2015) that employees who have positive experiences when interacting with their supervisors and managers are likely to remain in the organisation. On the other hand, some previous studies' results did not agree with the current study's results. For example, studies were done by Denton (2013) and Nyamubarwa (2013) revealed that some library managers fail to apply appropriate interpersonal skills which encompass elements of respect when interacting with their library staff.

From another point of view, Nazari and Nurbakhshian (2016) state that it is the primary responsibility of management to establish proper communication protocols and systems in order to lessen the conflicts that arise through miscommunication. The results of this study indicate that effective personal interaction skills are essential to achieve library goals within the prescribed timelines or before the time, and also not to destroy the relationship with co-workers. Along a similar line, it could be suggested that embracing of Batho Pele principles (e.g. courtesy) in the communication strategies and during personal interaction, may decrease mental and emotional pressure on the librarians. The finding revealed that the library's working environment is characterised by an open, trusting environment, fair treatment, respect and cooperation, and friendly co-workers, which could reduce turnover intention.

vii) Supervision

The mean score obtained for supervision ($M=3.42$, $S.D=0.995$) indicates that the respondents were satisfied with this variable. This finding is supported by Al Mamun and Hasan (2017) and Ng'ethe (2012) who emphasise that a supervisor or manager who has a positive attitude towards the employees and treats them respectfully would lead to lower turnover intention. The results of this study suggest that incorporating the “Batho Pele” principles with the supervisory competencies may promote supervisory justice and cause employees to remain in the organisation.

The library supervisors (managers and senior librarians) who are unsympathetic and show arrogance towards their subordinates lead to demotivation of such employees (librarians), resulting in poor organisational performance and high levels of turnover intention. Recent studies (Wasserman & Yehoshua 2016) support this evidence that purports that lowering supervisory pressure and allowing autonomy on the part of employees, including librarians, could improve the facilitation of literacy programmes and implementation of social cohesion programmes and teaching of information literacy skills and may result in the lowering of turnover intention. A study by Kim *et al* (2017) revealed a similar outcome that supervisory justice does not affect turnover intention.

viii) Leadership

According to the results of this study, the mean score value of leadership variable ($M=2.89$, $S.D=1.014$) as evidenced in Table 4.17 proved that the respondents are not satisfied with this variable. The findings of this study were consistent with recent studies (Jerome 2017; Uitzinger *et al* 2018; Wasserman and Yehoshua 2016) which indicate that leadership styles are the critical factor in employee intention to stay or quit, including increasing or reducing their turnover intention in the library organisation.

The results of this study provide support for the research that suggests that an autocratic and authoritarian leadership style could be linked to high turnover intention as compared to democratic and laissez-faire leadership styles, and transformational and transactional leadership styles (Cheng, Bartram, Karimi & Leggat (2016); Denton (2013); Siew (2017); Singh & Luthra (2018) . Puni, Agyemang and Asamoah (2016) found that employees, with no

exception of librarians, working under autocratic leaders are more likely to develop turnover intention due to more attention placed on service delivery and productivity than emotional needs of employees.

Conversely, Wells and Peachey (2010) and Monama (2015) report that employees may remain with the organisation despite their managers being autocratic. The effectiveness of this style of leadership may be appropriate when librarians are uncertain about library strategic plans and operations, compliance with legislative prescripts such as Occupational Health and Safety Act and Municipal Finance Management Act, and when leading inexperienced employees as well as providing role and task clarity (Monama 2015). It has also been demonstrated through the literature studies and empirical studies that the variation of leadership styles is critical depending on the nature of the work environment, intellectual capability, experience, knowledge and motivation of the employees to achieve expected and unexpected goals and targets (Singh & Muntara 2018).

ix) Training to develop and utilise new skills

Based on the analysis of the mean score of training to develop and utilise new skills ($M=3.37$, $S.D=1.019$) as indicated in Table 4.18, it is shown that librarians at the COJLIS are satisfied with the variable. These findings are in line with the findings of research done by Bamgbose and Ladipo (2017), Bushra (2013), and Sattar and Ahmed (2014) who found that growth and advancement, and opportunities skill utilisation have a highly significant impact on turnover intentions. The human capital theory by Becker (1975) postulates that job-related training and application of the newly learnt skill have the potential to decrease employees' turnover intention.

Onah and Anikwe (2016) opine that training is an important foundation of staff promotion and self-development. The results of this study affirm that skill under-utilisation is positively related to turnover (Mitchell & Zatzick 2015). Furthermore, Abayomi (2017) observes that the single purpose of training is to improve understanding, competency and attitude of employees to carry out tasks in a more professional and meritorious manner. These findings suggest that if the library organisation continue to offer accredited training programmes, and also provide an opportunity to librarians to utilise new skills through a secondment, job rotation or acting in the senior positions, the employees may remain in the organisation.

5.2.1.3 Personal determinants and turnover intention

This section presents personal determinants influencing the turnover intentions of the librarians, namely: job satisfaction and organisational commitment. In relation to job satisfaction, the mean score ($M=3.02$, $S.D=1.114$) was obtained, which indicates that librarians are dissatisfied with this variable. These findings are still in line with those of Adeoye and Fields (2014), where the underlying supposition behind job satisfaction was that dissatisfied employees quit, while satisfied ones remain with the organisation. Belete (2018), Kyumana (2017), Kumari (2018), Mohlala *et al* (2012) and Jerome (2017) affirm that job satisfaction is affected by personal factor variables like pay, promotion, supervision, benefits, leadership style contingent rewards, relationship with co-workers, nature of work and working conditions.). Mobley's model of turnover displays that when employees such as librarians are dissatisfied with a job, they are more likely to leave if a new job is expected to be more satisfying (Mobley *et al* 1979; Perez 2008).

The Two-Factor Motivation-Hygiene theory, as propounded by Herzberg can be used to decrease turnover intention and enhance the retention rate of the key employees. According to this theory, intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction. The Herzberg's Two-Factor theory identifies intrinsic factors like experience, recognition, achievements, nature of work, increased responsibility, advancement, learning and growth as motivating factors. The extrinsic factors like supervision, unfair company policy, incompetent and unfair supervisor, unfair salary relationship with co-workers, personal life and relationship with a subordinate as hygiene factors. The library organisation must utilise positive reinforcement and optimise motivation factors to enhance employee satisfaction and minimise employee turnover intention.

Similar to the current study, the findings of O'Connor (2018) indicated that if dissatisfaction manifests for extended periods, employees such as librarians develop intent to leave. In contrast to the findings of this study, Hart (2014) conducted a study in Cape Town's public libraries and found that 80% of library staff members reported high levels of job satisfaction. These findings are inconsistent with the results of the present study and could suggest that the COJLIS should develop and implement some policies, practices and strategies adopted by Cape Town public libraries to increase job satisfaction and enhance motivation to increase the stay of library staff in the organisation. The results of this study support the studies of several recent

researchers (Albaqami 2016; De Sousa Sabbagha *et al* 2018; Iqbal, Ehsan, Rizwan, Noreen 2014; Nhema & Mutenheri 2016; Ramadhani 2014) that increased job satisfaction could lead to reduced turnover.

The assessment of the organisational commitment mean score (M=2.96, S.D=1.056) suggested that many of the librarians at the COJLIS did not feel a sense of loyalty or obligation to remain with the organisation. Griffeth, Hom and Gaertner (2000) and Gill *et al* (2013) indicate that organisational commitment has been recognised as a salient predictor of turnover intention. Aladwan *et al.* (2013) opine that a high salary level influences organisational commitment positively, and this will be reflected in a lower turnover intention. Past studies, such as the study by Mowday (1979) affirmed that committed employees such as librarians are likely to outperform others because they remain focused on increasing the efficiency for the organisation. Reddy (2015) further reports that lower commitment leads to greater intentions to leave the organisations, which in turn lowers commitment. A similar outcome was established in this study.

The findings of this study may have indicated that organisational commitment is reflected in the employee's acceptance of organisational goals, willingness to work hard for the organisation, share beliefs and point of view, and the desire to stay (Bonds 2017; Meyer & Allen 1991; Siahaan 2017). Based on the analysis of the findings, the evidence is provided that in order to reduce turnover in the organisation, it is of critical importance to better understand determinants that could contribute significantly to continuance, affective and normative commitment. The findings of this study support the idea that committed librarians are likely to outperform others, as they remain focused on increasing the efficiency and productivity of the organisation during difficult times of high turnover rates and turnover intention behaviour.

5.2.2 Relationship between demographic, personal, organisational determinants, and turnover intentions

In this section, the relationship between demographic personal, organisational determinants, and turnover intentions as reflected in section 4.3.2.1, 4.3.2.2 and 4.3.2.3 was discussed.

5.2.2.1 Relationship between demographic determinants and turnover intention

The findings of this study revealed that age has a positive relationship with turnover intention, indicating that the older librarians become, the more turnover intention increases. In other words, as librarians' age increased, turnover intention increased. The major finding of this study is that 40% of librarians between the ages of 40 years and above compared to 35% of librarians within the same age group in the COJLIS exhibit higher turnover intentions, as reflected in Table 4.8. The results disconfirm the research findings of Biswakarma (2016), Masemola (2011), Nyamubarwa 2013, Perez (2008) and Randhawa (2007) which reported negative and significant correlations with turnover intentions. However, Hayes (2015) found a negative and statistically significant relationship between age and turnover intention. The negative correlations reveal that with increases in age, the turnover intention in the organisation decreases significantly. This is surprising and interesting as the trend is normally that younger librarians are more committed to the library and have a lower their intention to quit.

In addition, the current study's results reported a positive relationship between job designation level and turnover intention. The findings of this study revealed that a significant proportion of librarians in the senior management and middle management positions display a higher turnover intention than their junior counterparts. This is in contrast with the findings of research by Samuel and Chipunza (2009) and Alkahtani (2015) who argue that turnover is high in lower-level jobs in the organisation. This implies that when librarians move up the ranks of the library organisation, the turnover intention increases significantly.

Furthermore, the results of this study revealed a positive relationship between tenure (length of service) and turnover intention. Based on the examination of the results, the majority of the librarians with six years' experience and more reported turnover intention tendencies. The results suggest that the longer the librarians are employed, the more they intend to quit the organisation. The results contradict the findings of Perez (2008) and Haynes (2011), who found that the longer an employee is employed, the less the employee will have intentions to leave.

5.2.2.2 Relationship between organisational and personal and determinants, and turnover intentions

The section presents the discussion pertaining to the correlation of the organisational and personal determinants, and turnover intentions as referenced in section 4.3.3.2 and Table 4.21 were discussed in line with the reviewed literature and related empirical studies.

As depicted in Table 4.21, there is a negative and significant correlation between pay and fringe benefits and turnover intention ($r=-.545$, $p= <0.00$). The findings are in line with the findings of Ergado and Gojeh (2015), who found a significant negative correlation between unsatisfactory salary and fringe benefits and turnover intention. Olusegun's (2012) findings further revealed a relationship between turnover intention opportunities for better pay in similar library organisations.

According to Zhang (2016:87) and Bhatti, Bhatti, Akram and Bilal (2016:36) employees, including librarians, due to economic hardship and striving for a better life, may give up the current job for a higher paying job after making multiple comparisons between their pay structure and the external pay level. Conversely, Asim (2019) and Kumari (2018) report that compensation level or payment has an insignificant effect on turnover intention, especially in some organisations where the work-life balance policies and flexible working hours are critical. This implies that it is not important for the managers to concentrate on this variable in order to reduce turnover intention.

The current remuneration policy/ retention guidelines in the CoJ which are applicable to the COJLIS are not flexible for increasing the salaries to promote retention of skilled librarians in order to minimise the turnover intention. Erasmus *et al* (2016:350-353) recommends that compensation (salary and benefits) in the organisation should be compared externally to judge the fairness of the pay structure, including salary survey and internal comparison and job evaluation to prolong the stay of librarians. With regard to the location of the workplace and turnover intention ($r= -.091$, $p=.181$), the results reported that there is no significant relationship between the variables.

The findings of this study are inconsistent with the results of Nair *et al* (2016) and Alkahtani (2015) which revealed a negative and significant correlation between the location of workplace and turnover intention. Previous studies (Riggio 2016) found evidence that when organisations integrate their policies with employees' work and life demands, it may result in high incidents of absenteeism and turnover intention.

As reflected in Table 4.21, the results of this study showed a negative and significant correlation between working environment (flexi working hours (work-life balance)) and turnover intention ($r = -.487, p < 0.000$). The results imply that the library organisation should attempt to enhance a good working environment (flexi working hours) in order to enhance motivation and job satisfaction, hence reducing librarians' turnover intentions. This should be done through improvement of application, interpretation and elucidation of the various components of the flexi-time with human resources to maintain a work-life balance. The Chartered Institute of Personnel and Development (CIPD) (2017) provided evidence that public sector organisations, including libraries, may make changes to their working environment by making changes to improve work-life balance to improve staff retention and reduce intention to quit.

Based on the findings of this study, there is a negative and significant relationship between promotion and recognition and turnover intention ($r = -.384, p < 0.000$). Several previous studies also found similar results (Basariya & Ramyarrzgarahmed 2019; Belete 2018; Maithili & Navaneethakrishnan 2014; Fyn *et al* (2019). Early studies (like Spector 1997) emphasised that promotional opportunities which are judged to be fair by employees would lead to the increased experience of job satisfaction and decreased turnover intention.

Furthermore, the results demonstrate that promotional opportunities may be utilised within the library organisation as a strategic objective to bind employees within the organisation and also as a way to promote trust across library hierarchical level (Ramogale 2016). The results of this study support the idea that employees who are not satisfied with the promotion opportunities may develop turnover intention. Therefore, it is suggested that clearer career paths should be created and the ways librarians are rewarded be revised so that their contribution and efforts to the library organisation are recognised so as to overcome retention difficulties.

The findings of this study for personal interactions and turnover intention ($r = -.262, p < 0.004$) revealed an inverse relationship. Recent studies by Singh and Luthra (2018) and CIPD (2017) found that personal interaction or communication competencies share a significant negative relationship, and a similar outcome was reported. From another point of view, Griffeth *et al* (2010) indicate that good interpersonal skills lead to a decrease in turnover intention. This may imply that a lack of respect and miscommunication could lead to discord among librarians, poor work culture and conflicts, and contribute to intention to quit. This finding provides evidence that there should be an improvement in the way that librarians and supervisors communicate, cooperate, and collaborate with one another while sharing organisational information and knowledge to improve service delivery.

The findings, as reflected in Table 4.21, indicate no significant relationship between perceived alternative employment opportunity and turnover intention ($r = .133, p = .091$) because the p-value is greater than the level of significance 0.05. Nair *et al* (2016) found a relationship between perceived alternative employment opportunity and turnover intention, and Subramaniam (2015) found that perceived alternative job opportunities have a relationship with the turnover intention. For example, when a job market offers only a few librarian positions or perhaps poor job alternatives, the turnover intention will decrease. The external job opportunities appear to be attractive in terms of payment and fringe benefits at times.

Previous studies, (such as those done by March and Simon 1958) indicated that high-performing employees would be more likely to depart their organisation due to their access to perceived attractive job opportunities or attractive positions even within the library and information sector elsewhere. This finding is unexpected, considering that librarians normally develop turnover intention due to perceived alternative jobs. This may be explained in terms of the trust and factors associated with normative commitment because they feel obligations to maintain employment relationships and a strong hope that certain elements of job satisfaction could be improved. Employee turnover intention and leadership ($r = -.071, p = .240$) gave evidence that there is no relationship between the variables because the p-value is greater than the level of significance 0.05. This is an interesting and noteworthy finding because the librarians indicated the dissatisfaction with certain elements of the job such as promotion and recognition, working environment and personal interaction, among others.

The results are inconsistent with the findings of Wells and Peachey (2011), Monama (2015) and Singh and Luthra (2018) who reported a relationship between leadership styles and turnover intentions. For instance, Monama (2015) states that employees prefer autocratic management or leadership styles and that this leadership style is linked to employees remaining in the organisation. Conversely, Puni *et al* (2016) revealed that employees, with no exception of librarians, working under autocratic leaders are more likely to display high turnover intention.

According to the correlation matrix results, training to develop and utilise new skills and turnover intention ($r=-.289$, $p<0.002$) reported a negative relationship. The findings of this study support the finding of Danish, Shahid, Bano and Ali (2019), Ergado and Gojeh (2015) and Mitchell and Zatzick (2015) who found a relationship between the availability of training (training to develop and utilise new skills) and turnover intention. It was further observed in this study, which is similar to other organisations, that providing training and other developmental interventions could develop turnover intention because talented and skilled librarians are more valuable in the library and information sector.

Based on the findings of this study, there is a negative correlation between supervision and turnover intention ($r=-.189$, $p<0.029$). The findings were congruent with the literature reporting an inverse relationship between the variables (Tapola 2016; Yamazakia & Petchdee 2015). Wasserman and Yehoshua (2016) suggest that lowering supervisory pressure would play a critical role in increasing employees' satisfaction and reduce turnover intention. In addition, the findings were consistent with the results of similar studies in other contexts that supervisors who mistreat employees would lead them to demonstrate turnover intention (Al Mamun & Hasan 2017).

In relation to job satisfaction and turnover intention ($r= -.233$, $p < 0.009$) in this study, there is a negative and significant relationship based on the Pearson Correlation co-efficient output as shown in Table 4.21. Several previous kinds of literature which are supported by recent studies showed a similar negative relationship between job satisfaction and turnover intention (Alkahtani 2015; Bhatti *et al* 2016; Perez 2008; Saif *et al* 2012; Tella, Ayeni & Popoola 2007). These results imply that the lower the librarians' satisfaction toward their job, the higher the turnover intention to leave the organisation.

Job satisfaction is considered to be one of the variables which cause negative consequences such as turnover intention, absenteeism, productivity and counterproductive behaviour. Mobley *et al* (1979) stress that employees who are satisfied have higher intentions of persisting with their organisation, which results in a decreased turnover rate. It is also apparent through the analysis of the results based on the negative relationship that improvement in the job satisfaction variable could reduce the COJLIS librarians' turnover intention. Furthermore, the results of this study support the several recent researchers (De Sousa Sabbagha, Ledimo & Martins 2018; Iqbal *et al* 2014; Nhema & Mutenheri 2016; Ramadhani 2014) that increased job satisfaction could lead to reduced turnover. This implies that the library must improve certain organisational variables such as pay and fringe benefits, promotion opportunities, supervision and working environment (e.g. flexibility in working hours).

The findings of this study showed a statistically significant and negative relationship between organisational commitment and turnover intention ($r = -.406$, $p < 0.000$). The findings of this study are in agreement with the results of previous related studies (Bonds 2017; Saeed *et al* 2014). A recent study by Bonds (2017) found a relationship between organisational commitment and turnover intention. The findings revealed a positive correlation between affective commitment and continuance commitment and turnover intention. Furthermore, a negative relationship between normative commitment and turnover intention was established. In this current study, the inverse relationship was found between organisational commitment and turnover intention.

Dockel, Basson and Coetzee (2006) indicate that compensation had a strong significant relationship to organisational commitment and may increase the intention to stay. The correlation results agree with the literature stating that as organisational commitment improves, the turnover intention among the librarians is reduced. Meyer and Allen (1997) and Reddy (2015) are of the opinion that an employee who is loyal and committed in any organisation could extend the stay, and this commitment to the library organisation is a proxy for employee intention to stay. Conversely, this study's findings revealed that lower organisation commitment among librarians might lead to higher turnover intentions.

Furthermore, a lack of organisational commitment could lead to the library organisation's failure to deliver on its mandate of implementing "smart" programmes such as eLearning aimed at bridging the digital divide and improving the delivery of library services in an efficient

manner. The improvement of the delivery of library services is dependent on technical and human resources such as knowledgeable and skilled librarians who may in real-time address the service delivery breakdowns, and turnover intentions should be controlled and managed to deliver on the mandate.

Lastly, on the relationship of the OPD construct, a simple regression test was employed to determine the relationship between the organisational and personal determinants (OPD) construct and the results obtained were depicted in Table 4.28 in Chapter Four. The results demonstrated the correlation between the independent variables (organisational and personal determinants) and the dependent variable (turnover intention). The regression coefficient received for OPD is $-.099$, which reports a negative variation of -10% in ITI. It means that for every unit increase in OPD, a $-.10$ -unit decrease in ITI is predicted, keeping all other variables constant. According to Table 4.28, the value of sigma (0.001) is lower than the significant level ($\alpha=0.05$), which indicates that there is a significant effect of some OPD construct on the turnover intention at the COJLIS. The findings proved by linear regression analysis revealed that the relationship of some organisational and personal determinants and turnover intention is significantly negative.

5.3 Implications of turnover intentions on the provision of library services

The third objective was to ascertain the implications of turnover intentions on the provision of library services. With regard to the current level of turnover intention among librarians at the COJLIS, the findings, as shown in Table 4.22 indicate that librarians are thinking of quitting or preferring not to continue working at the COJLIS. The overall mean score ($M=3.27$, $S.D=1.121$) for turnover intention provides the evidence and is supported by a five-point measurement scale (*good agreement: 2.34-3.66*) that a significant proportion of librarians think of quitting, in accordance with Sekaran's (2003) specific scale applied in the measurement of the dependent variable (turnover intention).

The finding of this study is consistent with the findings of the previous studies who find similar results that turnover intention is high in most organisations, and it appears that no strategies are in place to prevent future incidences of turnover (Alabaqami 2016; Belete 2018; Mobley 1982; Mitchell *et al* 2001; Pepra-Mensah *et al* 2017). Kumari (2018) reports that the turnover intention of talented and experienced employees, including librarians, is 'treacherous' due to

the failure of organisations such as libraries to assess and update retention annually or regularly. This is exacerbated by an unenthusiastic attitude by political leaders to the library profession particularly in the local government sphere.

The turnover intention is greatly considered as one of the important attitudinal challenges that managers face constantly, and recontextualising its negative effects on the provision of library services is mind-boggling for organisational leaders to address in order to achieve the library mandate. The results of this study are still in line with previous research that job satisfaction and turnover intentions always start before an employee decides to leave the organisation and can, therefore, indicate the possible increase or decrease in (Munro 2015:58; Olusegun 2012). Erasmus *et al* (2015) buttress that turnover is dysfunctional when talented and skilled librarians leave the organisation, while on the hand, functional turnover (exit of substandard or poor performers) is good for organisational performance and sustainability.

After the analysis of Table 4.22, it can be concluded that the respondents often think about quitting their current jobs. According to Becker and Cropanzano (2011), turnover is dysfunctional when high performing librarians leave, but is functional in instances where poor librarians leave, as they can be replaced by high performers. The findings of the current study corroborate the literature that a departure of high performing librarians has a devastating effect on library organisation (Belete 2018).

In terms of the implications of turnover on the provision of library services at the COJLIS, the results showed that the turnover intention has negative consequences. Based on the mean scores of the decreasing morale and productivity ($M=3.54$, $S.D=1.105$), which show a good agreement, the evidence is provided that turnover intention could lead to negative and psychological effects on the morale and productivity of the remaining librarians. The findings of previous studies and empirical research revealed similar outcomes that turnover intention reduces the productivity (Allen *et al* 2010; DeFranzo 2013; Heavey *et al* 2013; Iqbal 2010; Yaya *et al* 2016; Schlechter *et al* 2016; Tellez 2014), disrupts team-work spirit and decreases the morale of the remaining library workforce (Buck & Watson 2002; Jerome 2017; Kyumana; 2017; Ngo-Henha 2017). Therefore, some strategies to motivate the remaining employees in order to improve morale and maintain productivity levels must be adopted.

Based on the examination of the mean score ($M=3.44$, $S.D=1.140$) of turnover intention on the shortage of skilled and qualified librarians, the findings demonstrate good agreement. The findings suggest that a dysfunctional turnover may result in the deficiency of skilled librarians to deliver library services and programmes to the community. The findings are congruent with the findings of Hayes (2015), Hom et al (2017) and Nair et al (2016) who indicated that the high turnover of librarians may suggest that the library organisation is experiencing a loss of talent required to assume key leadership positions, which may inhibit the attainment of strategic organisational objectives.

The findings support the recent studies by Silbert and Bitso (2015), Fourie and Meyer (2016), Mojapelo (2017) and Rosenberg (2006) that a shortage of skilled and qualified librarians may compromise the significant developmental role of public libraries to facilitate access to and use of e-resources, bridging the digital divide and fighting various forms of illiteracy in improving the socio-economic development of nations. Furthermore, this study has established that libraries are more likely to be managed by librarians with no minimum requirements in terms of years of experience, supervisory experience and knowledge of library practices, trends and policies, resulting in low standards of library services.

In relation to the assessment of the mean score as depicted in Table 4.22, the findings revealed that turnover intention is associated with the direct and indirect costs to library organisation ($M=3.35$, $S.D=1.078$). The results relate to the documented evidence in the literature. For example, Ekabu et al (2018), Makhubela and Ngoepe (2018), Nasurdin et al (2018), O'Connor (2018) and Taskiran (2017) point out that the loss of employees, including in public libraries, results in monetary and non-monetary costs such as recruitment and selection, vetting of employees, and costs related to training of novice librarians.

The literature reveals that turnover erodes organisational financial strength and revenue management through the allocation of extra funds for employing librarians with the necessary skills to improve services (Oosthuizen *et al* 2016). The situation is further compounded by the fact that libraries operate under budgetary constraints, insufficient government commitment, unrealistic expectations to deliver library services and regular review of cost containment measures by the National Treasury. Therefore, avoidable and dysfunctional turnover should be controlled and managed efficiently by implementing effective talent retention strategies.

The findings of this study revealed the extent to which the turnover intention disrupts the library organisation's operations. Through the observation of the mean score ($M=3.20$, $S.D=1.186$), the COJLIS librarians were in good agreement, which indicated that turnover intention disrupts library operations.

Several studies by scholars such as Holtom *et al* (2008), Campbell-Hicks (2016), Ngoepe and Jiyane (2015), Pepra-Mensah *et al* (2017), Biswakarma 2016 and PricewaterhouseCoopers Inc. (2015:23) revealed similar findings to the present study. These scholars have established that turnover may result in an impaired organisational functioning, programme and incomplete project implementation, as well as non-implementation of developmental programmes that support lifelong learning and social cohesion. Ogiamien and Izuagbe (2016) and Yahya and Kaur (2010) emphasise that some graduates are not suitably trained to meet the demand for high skills levels within a short period of time and evolving library and information environment. Therefore, if the library organisation fails to prudently manage the turnover of the librarians, it may be challenged by understaffing and poor organisational performance (O'Connor 2018).

In relation to the effect of turnover on the decreasing customer service and quality of library service by examining the mean score ($M=3.32$, $S.D=1.228$), the findings of this study are consistent with the prior research. Ramogale (2016), Ngcobo (2016); Adams (2018) and Salubi *et al* (2018) affirm that absence of skilled librarians or librarians with insufficient knowledge and skills to leverage and incorporate new technological developments into their library instruction programmes and reference services could lead to poor delivery of quality services. Along a similar line, Longa *et al* (2014), Bothma and Roodt (2013), and Johennesse and Chou (2017) indicate that turnover reduces organisational capability as new librarians are still adapting to a new environment and policies (i.e. collection development policies, information literacy programmes, library technologies). Therefore, it could be a challenge for new librarians or remaining and demoralised librarians to stimulate the library's innovative behaviour required to benchmark library services with international best practices to exceed customers' expectations.

Based on the assessment of the mean score ($M=3.34$, $S.D=1.147$) the effect of turnover on the loss of knowledge and knowledge transfer challenges, the librarians at the COJLIS agree that loss of knowledge and knowledge transfer challenges is consistently associated with turnover.

This finding is similar to the findings of research done by Makhubela and Ngoepe (2018), Schmitt et al (2012), Szulanski et al (2016) and Wamundila and Ngulube (2011) which found that organisations, with no exception of the public libraries, are losing organisational knowledge because of employees resigning, employee turnover and mobility, changing workforce demographics and attrition.

The library organisation is expected to manage the turnover intention of skilled librarians to ensure that library and information service's mandate is not impacted negatively. For the library to compete effectively in the knowledge economy, the knowledge at risk should be identified, and knowledge retention programmes such as retaining skilled librarians must be implemented (De Long 2004; Dube 2015; Martins 2010). It is essential for the library organisation to understand its librarians' perspective regarding retention. Hence, the attainment of library objectives in a timely manner is the main contention, and adequate and innovative talent retention strategies should be adopted (Nasir & Mahmood 2018).

5.4 Talent retention strategies in public libraries

The final objective was to develop, based on previous studies and empirical evidence, a model or talent retention strategy which would be beneficial for the retention of librarians at the COJLIS. However, the extended discussion on the talent retention model is presented in Chapter Six under section 6.5.

After analysing the mean scores and standard deviations as presented in Table 4.23, the fair and merit-based compensation and benefits obtained the lowest with a mean score ($M= 2.22$; $S.D=.940$), which indicates weak agreement. This study found evidence that librarians working at the COJLIS were dissatisfied with the compensation and benefits. For instance, the librarians could be dissatisfied with the salary structure and level, including the competitiveness of their compensation and benefits. The findings of Bamgbose and Ladipo (2017), Okoye (2017), and Johennesse and Chou (2017) showed that salary and wages, including other forms of financial incentives, are associated with higher retention and low turnover intention. The skills shortages in the public library sector such as lack of cataloguers, librarians with leaderships skills and information technology skills, lead to "war for talent" where highly skilled and high-performing librarians and highly educated are in high demand, and are being lured by competitive salary packages, among others (Muteswa & Ortlepp 2011).

As noted by Mohlala *et al* (2012), employees will leave the organisation if they are offered better salaries elsewhere. Nyamubarwa (2012) made observations similar to the findings of this study and postulated that generally there had been a “skills flight” from the COJLIS to other public libraries in the country. The “skills flights” problem as proved by the findings of this study may be attributed to poor salaries and inflexibility of a pay structure.

Ongori (2007) also observes that rewards and compensation positively reduce non-management employee turnover. Adeoye (2017:45) and Kumari (2018:170) opine that money or salary is usually a secondary driver for retention of employees, including librarians because they aspire authority and responsibility which in turn attracts fringe benefits and allowance.

Furthermore, the results of this study affirm that if employees receive higher salaries in general in the organisation, they will be more willing to stay, and in this way lower intention to leave (Aladwan *et al.* 2013). In another study, Idiegbeyanose *et al* (2018) and Rissanen (2017:52) report that employees and librarians expect payment or compensation which is in line with their skills and work experience in order to retain them and reduce turnover intention behaviour.

According to the results, mentorship programmes and succession planning have a mean score of $M=2.44$, $S.D=1.040$, which shows good agreement. This implies that the respondents are slightly positive towards this variable. Similar to the current study, the findings by Arutha and Anitha (2015) and Topper (2008) found that mentoring is one of the effective retention strategies aimed at curbing turnover intention of the employees such as librarians. Furthermore, Ngoepe and Jiyane (2015) indicate that proper mentoring may contribute to successful succession planning because well-structured succession planning programmes ensure that there is a well-equipped pool of suitably experienced talent for internal recruitment. The results of this study imply that mentoring and succession planning programmes keep librarians motivated and satisfied with their library work.

Based on the assessment of the mean score value for career management, developmental opportunities and skills training ($M=2.67$, $S.D=1.047$), the respondents are slightly satisfied to a certain extent. The research results confirmed that career management practices and programmes such as promotion, secondment and succession planning play a role enhancing employees’ career growth and reducing their turnover intention (Career Development Policy

2012; Letchmiah & Thomas 2017; Taskiran 2017). When employees are afforded the learning opportunities and other developmental initiatives, including acting appointment and transfers, which at times expose them to decision-making roles of the organisation, the retention strategies could be beneficial to reduce turnover intention.

With regard to supervision and management support, the mean score of (M= 2.70, S.D=.993) showed good agreement, as evidenced in Table 4.23 that respondents are slightly satisfied with this variable. The findings are in line with prior research by Ekabu *et al* (2018) who reported that employees who receive managerial support feel valued and respected, which leads to productive behaviours and reduced intention to quit the job. The findings that employees, including librarians, may remain in the organisation when the supervisor treats them fairly and equally and handle difficult situations employees face, mean that the turnover intentions can be reduced to the minimum. This is supported by Rissanen (2017). This implies that the supervision and management support may inspire librarians in taking well-calculated risks to the benefit of the organisation.

Based on the assessment of the mean score, value work-life balance policies (M=2.74, S.D=.943) indicated the good agreement. The librarians are slightly positively satisfied with this variable. This finding is supported by Deery and Jago (2015) who highlight that the work-life balance as the key driver of employee retention. To buttress, the CoJ's flexi-time policy (2008) emphasises that in the assessment of a professional's work, it is important to focus on performance, consistency of contribution, and results rather a number of hours worked so as to assist library staff in balancing their personal and professional lives.

The results affirm that the COJLIS offers librarians a flexi-work arrangement and family responsibility leave, and also (EAP) to balance work and family responsibility. Similarly, Greenhaus *et al* (2003) opine that work-life balance is defined as the way in which an employee can give an equal amount and quality of time to their role at work and in the family. Even though the librarians demonstrate slight satisfaction with the work-life variable, the library organisation should continuously improve the retention strategies to adequately accommodate the needs and desires of X generations, Y generations and Millennials.

Job enrichment (e.g. challenging work, task variety, autonomy) as referenced in Table 4.23, evidences the mean score of $M=2.75$, $S.D=.989$, which indicates good agreement. This implies that COJLIS librarians are slightly satisfied with the job enrichment variable. These findings were consistent with the results by Hart (2014) who affirmed that designing enriched jobs, which permit some autonomy, skill variety and sense of meaningfulness, is the key to job satisfaction and reduced turnover. Casey and Robbins (2010:78) argue that Hackman and Oldham's Job Characteristics Model has been found to improve job satisfaction and productivity and reduce turnover substantially. The librarians' work requires them to integrate multitasking skills into the planning, monitoring and implementation of the library programmes and service. Also, they are given freedom and independence to choose how to schedule and carry out the necessary library tasks. The results confirm the finding of the peer-reviewed studies. It was revealed from the literature and findings of this study that an employee's job characteristic can be seen as a predictor variable for retaining professional staff.

In another study, Döckel et al (2006), Döckel (2003), Reddy (2015) and Hackman and Oldham (1976) established that retention factors which may be implemented by organisations, including public libraries, to improve job satisfaction and reduce turnover intention include certain dimensions' job characteristics model (which include skill variety, job autonomy, feedback and job challenge). The findings of the current study are consistent with the findings of Döckel et al (2006), Kumari (2018) and Spector (1997) who found that work-life balance policies, supervision and management support fair and merit-based compensation and benefits, career management, developmental opportunities, skills training and job characteristics (e.g. challenging work, feedback task variety, autonomy) are critical in increasing job satisfaction, organisational commitment and retention in order to reduce turnover intention.

5.5 Summary

This chapter presented the interpretation and discussion of the research findings. This chapter further provided an extended discussion of the demographic, organisational and personal determinants influencing turnover intentions of librarians based on the findings and literature review. The findings of this study showed that the demographic factor "tenure" demonstrated a highly significant relationship with librarians' turnover intention as compared to age and job designation level factors. The results revealed that with increases in tenure (years of experience in an organisation) and age, turnover intention increases significantly. Furthermore, the job

designation level variable indicated that librarians in management or higher positions reported higher turnover intention as compared to those in lower positions, which is not in congruence with the previous studies (Samuel & Chipunza 2009). The results showed that a significant proportion of public librarians indicated that the major determinants of librarians' turnover intention at the COJLIS include payment and fringe benefits, flexi-working hours (work-life balance), promotion and recognition, and leadership. The findings also revealed that librarians reported lower job satisfaction and lower organisational commitment, which are salient predictors of turnover intention.

Evidence from the current research also showed that a high number of librarians reported high turnover intentions, and agreed that turnover intention decreases morale and productivity, and increases loss of knowledge, direct and indirect costs, and shortage of skilled and qualified librarians. The findings suggested that the librarians are not satisfied with fair and merit-based compensation benefits as being effective talent retention strategies, and improvement is needed to reduce turnover intention tendencies.

The next chapter provides the conclusions, summaries and recommendations on how turnover intentions of librarians could be minimised by improving job satisfaction, organisational commitment, and reducing turnover intention by enhancing retention. The talent retention model is also provided.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The previous chapter provided the interpretation and discussion of data presented in Chapter Four. The current chapter provides a summary of the findings, conclusions and recommendations of the study based on the data presented and interpreted in Chapter Four and Chapter Five, as well as the literature review in Chapter Two. The findings are based on the objectives and research questions of the study as set out in section 1.4 in Chapter One. Recommendations are primarily based on the findings of the study, as discussed in Chapter Five.

This chapter further proposes a talent retention strategy for libraries in the COJLIS. The variables which are associated with turnover intention were extracted from the literature review and incorporated into the quantitative findings in order to develop the retention model. The chapter was organised to include the following: a summary of the findings, conclusions according to the objectives of the study, recommendations, proposed talent strategy (retention model) and suggestions for further research.

6.2 Summary of findings

As stated, Chapter Five presented the comprehensive findings of this study, but in the section below, a presentation is given of the summary of the findings. The structure of the presentation is informed by the study objectives (see chapter one, section 1.4).

6.2.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians

In this section, the summary of findings on the demographic, organisational and personal determinants and turnover intention as elucidated in Chapter Four, sections 4.3.2.1 and 4.3.2.2, and Chapter Five, sections 5.2.1.1 and 5.2.1.2 (i)-(ix), are highlighted.

6.2.1.1 Demographic determinants influencing turnover intentions of librarians

In this section, demographic determinants influencing turnover intentions of librarians namely; age, tenure and job designation level, are presented.

- In terms of the age variable after analysis of Table 4.7, a large proportion of the librarians between the ages of 40 years and above intend to quit the COJLIS. The older librarians have higher turnover intentions than their younger counterparts. Therefore, age is one of the strongest predictors of turnover intention.
- After an examination of Table 4.8 with data on tenure (length of service), the majority of librarians at the COJLIS with a minimum of six months' experience and above displayed turnover intention tendencies.
- With reference to job designation level as reflected in Table 4.9, a large proportion of librarians at the senior management and middle management strata want to leave the COJLIS.

6.2.1.2 Organisational determinants influencing turnover intentions of librarians

Organisational factors influencing turnover intentions of librarians at the COJLIS are explicated in this section.

- As depicted in section 5.2.1.2, librarians at the COJLIS were dissatisfied with payment and fringe benefits, promotion and recognition, location of workplace and the working environment: flexi-working hours (work-life balance) variables, and improvement is required to reduce turnover intention. Additionally, librarians were not satisfied with the leadership styles exercised by the library leaders, managers and supervisors, which could possibly lead to an increase in turnover intention. The findings point out to the library organisation and leaders which organisational determinants need to be prioritised in order to reduce turnover intention.
- The perceived alternative employment opportunities variable produced the surprising and unexpected observation that librarians who display turnover intention do not consider the availability of alternative job opportunities.
- Librarians expressed moderate satisfaction with three variables, namely personal interactions, supervision, and training to develop and utilise new skills. The satisfaction on the job could be attributed to the fact that librarians on regular basis attend customer

care and supervisory training, and “Batho Pele” principles form part of the backbone of training. Also, librarians are often selected to work on assigned complex projects and programmes through secondment or job rotation that requires the utilisation of different technical skills and teamwork skills.

6.2.1.3 Personal determinants influencing turnover intentions of librarians

- With regard to job satisfaction and turnover intention, the respondents were slightly dissatisfied with certain organisational factors. It is evident from the analyses of mean scores in section 5.2.1.2 of this chapter, that librarians are dissatisfied with factors such as payment and fringe benefits, the location of workplace, working environment: flexi-working hours (work-life balance), perceived alternative employment opportunities, promotion and recognition. The review of the literature supports an underlying assumption that dissatisfaction with these factors could lead to turnover intention.
- With respect to the organisational commitment and turnover intention, most librarians are not committed to the library. It should be noted that those employees, including librarians, who are not committed to their organisation are likely to demonstrate the low commitment to the organisation and ultimately develop high turnover intention.

6.2.2 Relationship between demographic, organisational and personal determinants influencing turnover intentions of librarians.

This section provides the summary of findings on the relationship between demographic, organisational and personal determinants as elucidated in Chapter Four, sections 4.3.2.1 and 4.3.3.2.

6.2.2.1 Relationship between demographic determinants and turnover intention.

In this section, the relationship between age, tenure and job designation level and turnover intention is presented.

- Based on the analyses of the mean score in Table 4.7, there is a stronger relationship between age and turnover intention. Put differently, as age increases, turnover intention increases.

- As per Table 4.8, the results indicate that there are significant differences in the mean scores of turnover intentions and tenure. In another words, librarians with a longer length of service (tenure) are more likely to leave the COJLIS.
- Through the assessment of the mean score in Table 4.9, the majority of the librarians in senior management, middle management and operational levels intend to leave the organisation. The results indicate that there is a significant influence of job designation level towards turnover intention. When librarians move up the ranks of library organisation, the turnover intention increases significantly. The turnover intentions of librarians in the middle and senior management may be related to factors such non-recognition of years of experience and skills. For instance, there may be excessive disparity in salaries between librarians in management and their counterparts in other metropolitan municipalities. The institutional review process implemented some years in the City of Johannesburg changing fixed-term contracts of librarians in management positions to permanent contracts which significantly reduced their basic salaries, and performance bonuses were discontinued. Other factors may include “red tape: and bureaucratic processes which could predict administrative delay of core library tasks such as purchasing equipment, contracting services and hiring staff causing unsustainable delivery of library services and stress.

6.2.2.2 Relationship between organisational and personal determinants and turnover intention

This section provides a relationship between organisational and personal determinants and turnover intention. The Pearson Product Moment Correlation was used to establish the relationship between independent variables and dependent variable.

- Based on the Pearson Correlation co-efficient output shown in Table 4.21, there is a negative and significant correlation/ relationship between payments and fringe benefits and turnover intention ($r = -.545, p < 0.000$), the working environment: flexi working hours (work-life balance) and turnover intention ($r = -.487, p < 0.000$), and promotion and recognition and turnover intention ($r = -.384, p < 0.000$).

- Training to develop and utilise new skills ($r = -.289$, $p < 0.002$), personal interactions ($r = -.262$, $p < 0.004$), supervision ($r = -.189$, $p < 0.029$) and turnover intention both revealed negative and significant correlation.
- The location of workplace ($r = -.091$, $p = .181$), perceived alternative employment opportunity ($r = .133$, $p = .091$) and leadership ($r = -.071$, $p = .240$) showed no significant relationship to the turnover intention as the p-values are greater than the critical value of 0.005.

The findings as depicted in Table 4.21 give evidence of an inverse relationship between personal determinants and turnover intention. After an assessment of data, a significant negative relationship between job satisfaction and turnover intention ($r = -.233$, $p < 0.009$) was established. Furthermore, there was a negative relationship that was statistically significant between organisational commitment and turnover intention variable ($r = -.406$, $p < 0.000$). The findings suggest that any improvement in factors that contribute to job satisfaction and organisational commitment could decrease turnover intention among librarians.

6.2.3 Implications of turnover intentions on the provision of library services

Based on the examination of the mean score and standard deviated as depicted in Table 4.22 and 4.24, the summary on the level of turnover intention and its implications on the provision of library services are presented below.

- It is evident from Table 4.22 that a significant number of librarians reported high levels of turnover intention, and were more likely to leave the library organisation. A large proportion of librarians at the COJLIS agreed that turnover intention leads to decreasing morale and productivity, which was followed by a shortage of skilled and qualified librarians.
- The current study at the COJLIS also revealed that turnover intention leads to direct and indirect costs to library organisation. In addition, the results of the present study concur with the findings of other studies which reported that turnover intention leads to the loss of knowledge and knowledge transfer challenges.
- Furthermore, turnover intention results in the decreasing customer service and quality of library service provided to the library customers. Lastly, the findings proved that

failure to control the negative effect of turnover intention could result in the disruption of library organisational operations.

6.2.4 Talent retention strategies in public libraries

The following section summarizes the findings on talent retention strategies, as reflected in Table 4.23.

- A large proportion of the librarians at the COJLIS are highly dissatisfied with fair and merit-based compensation and benefits variable. The findings suggest that libraries should consider paying competitive salaries to retain their strategic human resources.
- Furthermore, librarians are slightly satisfied with the mentorship programmes and succession planning, career management developmental opportunities and skills training, job enrichment (e.g. challenging work, task variety, autonomy), supervision and management support, and work-life balance policies, as some of the talent retention strategies used by the library organisation aimed at decreasing turnover intention. Therefore, it is imperative for the library to continuously improve on these talent retention strategies as the turnover intention is a complex, dynamic and challenging phenomenon.

6.3 Conclusions on the determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa

The preceding section presented a summary of the results of this study. The discussion was based on and structured around the study objectives. The following sections discuss the conclusions that were drawn on the basis of the literature review and the empirical findings of this study. The conclusion of this study is outlined in sections 6.3.1, 6.3.2, 6.3.3, 6.3.4 and 6.3.5. In addition to that, a proposed talent retention model is presented and discussed in section 6.5, 6.5.1 and 6.5.2 of this chapter.

6.3.1 Demographic, organisational and personal determinants influencing turnover intentions of librarians at COJLIS

The key objective was aimed at the identification of demographic, organisational and personal determinants influencing turnover intentions of librarians at the COJLIS. The extended discussion on conclusions pertaining to the related determinants and turnover intention is given below.

The key objective, as indicated in section 6.3.1 was to identify demographic determinants influencing turnover intentions of librarians, and the conclusion will be based on the discussion outlined in section 5.2.1.1 of Chapter 5.

Based on the examination of the mean score, age is one of the demographic factors influencing the turnover intention of the librarians. It can be concluded that older librarians exhibit higher turnover intentions than their younger counterparts in the COJLIS.

Tenure is also one of the demographic factors that play a significant influencing role in librarians' turnover intention. To conclude, the library organisation could suffer human capital losses (skills, experience and knowledge) if the skilled and high-performing librarians with a longer length of service considering the investment by the library in the training and development interventions of librarians, leave the organisation in case the turnover intention is not decreased.

Furthermore, the job designation level of librarians is a significant demographic determinant influencing turnover intention. This may be explained in terms of the fact that young employees have less work experience than their older or senior counterparts, and therefore have fewer job alternatives in terms of job-hopping. It can be concluded that with regard to job position considering the experience, human capital assets and knowledge of strategic direction in aligning the library mandate and strategic goals to the operational library plans, turnover risk mitigation should be targeted at the librarians occupying these strategic positions.

One of the key objective as referenced in section 6.3.1 was the organisational and personal determinants influencing turnover intentions of librarians at the COJLIS. The conclusion will be structured on the discussion and summary of findings as reflected in sections 5.2.1.2 and 5.2.1.3 of Chapter Five.

- In relation to organisational determinants and turnover intention, the mean score value for payment and fringe benefits and turnover intention showed that librarians at the COJLIS were highly dissatisfied with the payment and fringe benefits. In conclusion, the library should pay employees market-related and competitive salaries in order to reduce turnover intention (Erasmus *et al* 2016). In addition, it can be concluded that librarians are dissatisfied with promotion and recognition variable. Librarians also want promotional opportunities and to be recognised for their excellent performance, in order for them to remain with the COJLIS. Siew (2017) emphasises that failure by the managers, including in public libraries, to recognise their employees' contribution to the attainment of strategic goals could lead to an increased employee turnover intention.
- The location of the workplace variable was found to be a contributory determinant of the turnover intention as librarians reported dissatisfaction. The study concludes that the multiplicity of factors such as transport costs, commuting times and availability of public transport should be taken into consideration during placing of the librarians in various regions/units in order to minimise turnover intention.
- With regard to the working environment: flexi working hours (work-life balance) and leadership, respondents have expressed dissatisfaction with the variables, and improvement is necessary to decrease turnover intention. For instance, Puni *et al* (2016) and Denton (2013) found that employees such as librarians, working under autocratic and authoritative leaders, are more inclined to develop the turnover intention.
- In relation to perceived alternative employment opportunities, the librarians do not have a positive perception of alternative employment opportunities outside the library. In conclusion, the library organisation could improve certain elements of job satisfaction (e.g. salaries and fringe, working environment: flexi working hours (work-life balance) considering that librarians appear to be loyal to the library organisation due to job security and amount of investment in terms of experience and pension funds (Schlechter *et al* 2016).

- Based on the findings, it can be concluded that not all organisational factors such as supervision, personal interaction and training to develop and utilise new skills influence the turnover intention of librarians at the COJLIS. Kim *et al* (2017) revealed that supervisory justice does not affect turnover intention. Bamgbose and Ladipo (2017) and Bushra (2012) established that growth and advancement, and opportunities for skill utilisation have a highly significant impact on lowering turnover intentions.
- Furthermore, on personal determinants and turnover intention, librarians at the COJLIS are dissatisfied with the job satisfaction variable. It can be concluded that increased job satisfaction could lead to reduced turnover (De Sousa Sabbagha *et al* 2018). O'Connor (2018) emphasises that if dissatisfaction manifests for extended periods, employees such as librarians develop turnover intention.

With regard to the organisational commitment, librarians at the COJLIS did not feel a sense of loyalty or obligation to remain with the organisation. The results of this study at the COJLIS confirm that organisational commitment is a salient predictor of turnover intention. In conclusion, and as supported by Griffeth *et al* (2000) and Bonds (2017), organisational commitment should be improved by addressing factors that may be correlated with lower organisational commitment in order for employees to embrace organisational goals, work hard to solve complex library challenges and increase the desire to stay.

6.3.2 Relationship between demographic, organisational and personal determinants and turnover intentions

The key objective was to establish the relationship between demographic, organisational and personal determinants and turnover intentions of librarians at the COJLIS. On the relationship between demographic and turnover intention objective as reflected in 6.3.2, it could be concluded after having evaluated Table 4.7, which contains data on mean scores, that there is a positive relationship between age and turnover intention. This implies that when a librarian gets older, their turnover intention increases.

A significant relationship between tenure and turnover intention was also found as most of the librarians demonstrated turnover intention tendencies. It can be concluded that with an increase in the number of years within the organisation, the turnover intention increases. It can be concluded and it is supported by Makhubela and Ngoepe (2018) and Szulanski *et al* (2016) that the turnover intention of experienced and talented librarians, especially with a long tenure,

should be controlled in order to prevent loss of organisational knowledge due to resignation, turnover intention, attrition and changing workforce demographics.

In relation to job designation level and turnover intention as depicted in Table 4.9, librarians in the senior management and middle management strata in comparison with librarians within the same want to quit. To conclude, librarians who have higher positions such as managers, assistant directors and deputy directors have higher turnover intentions than employees in lower positions such as librarians and senior librarians.

With regard to the relationship between organisational determinants and turnover intention, as indicated in section 6.3.2, the conclusion will be structured on the discussion and summary of findings as reflected in section 5.2.2.2 of Chapter Five.

Payment and fringe benefits and turnover intention ($r = -.545$, $p < 0.00$) indicated a negative significant correlation. Improvement and increase in salary and fringe benefits could decrease turnover intention. The working environment: flexi working hours (work-life balance) and turnover intention ($r = -.487$, $p < 0.000$) showed a negative and significant correlation. It can also be concluded that the COJLIS should improve flexible working hours to promote work-life balance policies which include flexible work scheduling (e.g. part-time work, and variable starting and ending times) to increase a stay and reduce turnover intention.

The promotion and recognition and turnover intention ($r = -.384$, $p < 0.000$) reported a negative and significant relationship. It can be concluded that promotional opportunities and promotion speed which is judged to be fair by employees would lead to the increased experience of job satisfaction and decrease turnover intention (Basariya & Ramyarrzgarahmed 2019; Belete 2018).

Based on the findings of this study, personal interactions and turnover intention ($r = -.262$, $p < 0.004$) revealed an inverse relationship. In conclusion, modification in relation to personal interaction or communication is needed to decrease turnover intention.

The results of this study revealed a negative correlation between training to develop and utilise new skills and turnover intention ($r = -.289$, $p < 0.002$), and also between supervision and turnover intention ($r = -.189$, $p < 0.029$). Librarians wanted opportunities to grow and learn, and

a lack of appreciation of one's skills and lack of proper analysis of training needs of librarians lead to an increase in turnover intention (Oméluzor *et al* (2017). To conclude, the COJLIS should improve on training, mentoring, succession plans and development programmes and nature of supervision styles to decrease turnover intention tendencies. The perceived alternative employment opportunity and turnover intention ($r = .133$, $p = .091$), leadership and turnover intention ($r = -.071$, $p = .240$) and the location of workplace and turnover intention ($r = -.091$, $p = .181$) showed no significant relationship.

In respect of the relationship between personal determinants and the turnover intention objective as depicted in 6.3.2, it could be concluded that job satisfaction and turnover intention ($r = -.233$, $p < 0.009$) reported a negative relationship. Hence, an increase in job satisfaction of librarians at the COJLIS may result in a decrease in turnover intention (De Sousa Sabbagha *et al* 2018; Iqbal *et al* 2014).

Lastly, organisational commitment and turnover intention ($r = -.406$, $p < 0.000$) showed a statistically significant and negative intercorrelation. It can be concluded that librarians have lower organisation commitment, and this could lead to higher turnover intentions. Further, to conclude, the library should put in place some measures to increase organisational commitment and decrease turnover intention so that human resource capacity to deliver on its mandate of the implementation of "smart" programmes such as eLearning aimed at bridging the digital divide is not depleted (Bonds 2017; Döckel *et al* 2006).

6.3.3 Implications of turnover intentions on the provision of library services

The key objective was to ascertain the implications of turnover intentions on the provision of library services. The assessment of the results of turnover intention in Table 4.22 suggests that librarians often think of quitting the library and did not feel committed to staying with the organisation. In conclusion, turnover intention among librarians at the COJLIS is dysfunctional considering that a significant number of high-performing and senior and middle management members intend to quit (Becker *et al* 2015). Furthermore, it can be concluded that there are no effective strategies in place to prevent high turnover.

On the objective of implications of turnover intention on the provision of libraries as evidenced in section 6.3.3 and also considering mean scores as reflected in Table 4.22, a large proportion

of librarians agree that turnover intention has a strong effect on decreasing morale and productivity (Heavey *et al* 2013; Jerome 2017), and shortage of skilled and qualified librarians (Hayes 2015; Hom *et al* 2017).

In conclusion, turnover intention leads to direct and indirect costs to library organisation, loss of knowledge and knowledge transfer challenges (Makhubela & Ngoepe 2018; O'Connor 2018), and disrupts the library organisational operations (Holtom *et al* 2008; Ngoepe & Jiyane 2015). Furthermore, turnover intention based on the findings of this COJLIS study contributes to decreasing customer service and quality of library services (Adams 2018; Bothma and Roodt 2013; Johennesse & Chou 2017).

Furthermore, in conclusion, the turnover intention has negative and devastating consequences and may result in an impaired organisational functioning and incomplete project implementation as well as non-implementation of developmental programmes that support lifelong learning and social cohesion due to depletion of human capital assets. Turnover risk management strategies and effective and innovative talent retention interventions should also be adopted to reduce the negative impact of turnover intention on library services to ensure the attainment of the library developmental role such as facilitating access to information, bridging the digital divide and fighting various forms of illiteracy.

6.3.4 Talent retention strategies in public libraries

The key objective was to establish talent retention strategies in public libraries. The talent retention model is also presented and discussed in Chapter Six under section 6.5, 6.5.1 and 6.5.2, which would incorporate the findings of this study and related studies.

Based on the examination of the mean score as depicted in Table 4.24 and discussion of findings in section 5.4, librarians at the COJLIS are dissatisfied with the fair and merit-based compensation and benefits variable as a talent retention strategy. In conclusion, the library organisation should improve the compensation and fringe benefits in order to retain the staff and decrease turnover intentions (Bamgbose & Ladipo 2017; CIPD 2017).

It can also be concluded that librarians are satisfied with mentorship programmes and succession planning; career management, developmental opportunities and skills training;

supervision and management support; work-life balance policies and job enrichment (e.g. challenging work, task variety, autonomy), which are part of the talent retention strategies. Even though librarians expressed moderate satisfaction with these factors, a slight improvement in the near future is critical to realise effective and innovative talent retention strategies due to the fact that mean score values are far from a strong agreement scale weighting (3.67 to 5.00) (Sekaran 2003).

Furthermore, the COJLIS should focus on some turnover risk management strategies and developing more in-house talent which should be updated annually or regularly, rather than recruiting talent or more reliance on “revolving door policy” of hiring librarians on a quarterly basis (CIPD 2017; Kumari 2018; Schlecter et al 2016).

6.3.5 Talent retention model for librarians at COJLIS

The fifth objective was to develop a talent retention model based on the findings and conclusions of determinants influencing turnover intentions for librarians at the COJLIS. The discussions and conclusions on demographic and organisational determinants in sections 5.2.2.1, 5.2.2.2, 6.3.1 and 6.3.3 provided evidence of which variables should be prioritised by COJLIS when developing a talent retention model.

Demographic determinants such as age and job designation level demonstrated a relationship with turnover intention and were also significant (<50%) towards turnover intention. In addition, tenure also indicated a positive relationship with turnover intention and was highly significant (>50%) in predicting turnover intention. It can be concluded that when age, job designation level and tenure increase, turnover intention increase, and therefore the talent retention model in the COJLIS should consider these demographic characteristics.

Payments and fringe benefits, working environment (flexi-working hours (work-life balance)), promotion and recognition have all reported the significant negative relationships towards turnover intention and were also highly significant ($p < .01$) in influencing turnover intention. Additionally, training to develop and utilise new skills, personal interactions and supervision indicated an inverse and significant relationship with turnover intention, and are significant ($p < .05$) in predicting turnover intention. In conclusion, the six variables should be improved and integrated into the talent retention model for the COJLIS. Further, the development or

refinement of an appropriate library framework to increase motivation, job satisfaction and organisational commitment and decrease turnover intention should be incorporated into these determinants.

The leadership, perceived alternative employment opportunity and location of workplace reported no significant relationship, and therefore, the three variables will not be incorporated into the retention model

6.4 Recommendations on the determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa

The turnover intention of the librarians has negative and devastating consequences, including decreasing morale among employees. The organisational talent management should recognise employees' motivation, job satisfaction and organisational commitment interventions in order to develop turnover intention mitigation strategies and effective talent retention interventions (De Sousa Sabbagha *et al* 2018). Hayes (2015) states that it is imperative that human resource practitioners and library leaders manage employee turnover through the development of strategies that are conducive to the retention of top performers and termination of ineffective employees.

Based on the findings and conclusions of this study, the following recommendations were formulated for library leaders and human resource practitioners and organisational leaders.

6.4.1 Determine and establish a causal relationship between demographic, organisational and personal determinants, and turnover intentions

It was demonstrated in this present study in sections 5.2.1.1, 5.2.1.2 (i)- (ix) and 5.2.1.3 that some demographic, organisational and personal determinants influence turnover intentions of librarians at the COJLIS. In addition, the recommendations for the causal relationship between demographic, personal, organisational determinants, and turnover intentions are based on the discussion and conclusions in sections 5.2.2.1 and 5.2.2.2 of Chapter Five and sections 6.3.1 and 6.3.2 of Chapter Six.

- It is recommended that the library organisation should pay employees fair, market-related and competitive salaries. For instance, an examination of the mean score under demographic determinants, it was revealed that when age, tenure and job designation level increase, turnover intentions increase. A basic tenet of the human capital theory is that the salary increases during an employee's life cycle because of knowledge and skills gained during the years of employment. For instance, compensation (salary and benefits) in the organisation should be compared externally to judge the fairness of the pay structure by conducting a salary survey, internal comparison and job evaluation to prolong the stay of librarians.

Therefore, it is suggested that the CoJ should approve or fast-track the implementation of the Tuned Assessment of Skills and Knowledge (TASK) job evaluation system or policy with 26 salary scales or grades. The TASK provides annual notches based on performance standards and should be implemented after years of delays attributed to job evaluation processes. The TASK salary grades will ensure uniformity and that librarians are put on the correct salary, as it is the case with other government departments in accordance with job evaluation outcomes, irrespective of department or province. Hence, the TASK salary implementation is aimed at ensuring that there is a uniformity in the remuneration regime for municipalities of the same category and creating external equity and reduce librarians' turnover tendency.

- The COJLIS should improve on the location of the workplace relative to the place of residence prior to the placement of librarians in various regions/units. Reducing the impact of commuting to work, especially librarians who are compelled to live far away from the central business districts or places of work due to socio-economic conditions could have a profound impact on organisational commitment and job satisfaction, lowering of turnover intention.
- Improvement of the working environment: flexi working hours (work-life balance): the library organisation should formulate and refine the organisational flexi-time policy aimed at ensuring work-life balance without impacting on service delivery. A healthy work-life is essential to job satisfaction and reduced turnover intention.

This would ensure that it is not used for reprisal due to a lack of proper interpretation, standardisation and uniformity across the regions/units in its implementation and application.

- Library organisation should consider expanding the library structure to allow for additional positions (e.g. principal librarian, regional librarian). Promotion speed is one of the foremost factors that have a direct impact on reducing turnover intention. Further, it is suggested that older librarians and librarians with a longer tenure, with satisfactory performance and an excellent track record, should receive additional mentoring and development programmes for capacitation for interviews, including competing with external candidates for internal library positions.
- Improvement of the recognition or rewarding of good performance (i.e. praise employees for excellent performance, letter of appreciation for going the extra mile), even on small library team with a small budget.
- Library managers and supervisors should vary their leadership styles from autocratic and democratic leadership style or vice versa depending on the situation or circumstances. Therefore, it is recommended that democratic decision-making practices, transformational leadership and participative management styles should be adopted.
- Improvement of personal interaction skills and communication competencies which could integrate the “Batho Pele” principles to build a cordial working relationship. A lack of respect and miscommunication could lead to discord among librarians, poor work culture and conflicts, and contribute to turnover intention tendencies.
- Improvement of supervision styles. For instance, lowering of supervisory pressure would play a critical role in increasing employees’ satisfaction and reducing turnover intention.
- Increase training, learning and development opportunities; resources (e.g. paying conference and travel fees for librarians to attend conference) and support for employees for skills utilisation (e.g. secondment, job rotation).
- The library organisation should create job enrichment practices, challenging assignments and responsibilities, feedback, autonomy, skills variety and challenges to increase job satisfaction, and organisational commitment in order to reduce turnover intention.

- Development of an appropriate library framework standing on job satisfaction and organisational commitment in order to reduce turnover intention. If an organisation does not make sure that employees feel satisfied with their jobs, employee morale may decrease and with it also their productivity. This would lead to a higher level of absenteeism and turnover. Job satisfaction of librarians could be enhanced by improving on the job benefits (e.g. permanent ad hoc/ car allowances, working environment, benchmarking of salaries, the opportunity to learn new skills). It is critical to revisit library retention strategy at least once a year in order to stay abreast on library sector standards for salary and benefits and best human resource practices.

6.4.2 Determine the implications of turnover intentions to the provision of library services

As indicated in this COJLIS study in section 5.3, the turnover intention has a negative impact on the provision of library services. The following are recommendations for the library organisation to mitigate the devastating impact of turnover intention such as decreasing morale and productivity, shortage of skilled and qualified librarians, direct and indirect costs to library organisation:

- The COJLIS should pay employees fair, market-related and competitive salaries to reduce the psychological effect of turnover intention. This may also contribute to increasing morale and productivity, customer service and quality of library service.
- Improvement of promotional opportunities and recognition to mitigate, among others, shortage of skilled and qualified librarians, and direct and indirect costs to the library organisation.
- Improvement of the provision of career paths, training, succession planning and mentoring programmes for librarians as most of the respondents were discouraged by the lack of progression/ promotion opportunities. As evidenced in the literature, librarians demonstrating a high turnover intention are more likely to become obstacles to knowledge sharing and knowledge transfer practices and could impair or disrupt the library organisation's operations. Therefore, retired library managers should be brought in as mentors to share their tacit and explicit knowledge and to develop future library leaders.

- A longitudinal study where a comprehensive exit interview or questionnaires are developed to be completed by all librarians who quit the library. An analysis could be conducted to discover various turnover reasons and promptly implement innovative and well-researched retention strategies to reduce the implication of turnover intention on the provision of library services.

6.4.3 Propose a talent retention strategy for libraries in the COJLIS

A recommendation on the proposed talent retention model for libraries in the COJLIS is provided in section 6.5. Additionally, the proposed talent retention model is also elucidated in detail sections 6.5.1 and 6.5.2. The demographic determinants (age, tenure and job designation level) and organisational determinants (payment and fringe benefits, working environment: flexi working hours (work-life balance), promotion and recognition, personal interactions, supervision, and training to develop and utilise new skills) will be incorporated into the talent retention model for librarians at the COJLIS. The analyses of both mean score values and Pearson's product-moment correlation results for these determinants as reflected in Table 4.7, Table 4.8 Table 4.9 and Table 4.21 of Chapter Four played a key role in the development of the retention model.

The identification of the key factors that may be related to turnover intention could enable the COJLIS, human resource practitioners and organisational leaders to proactively identify the key determinants of turnover intention, and develop strategies or interventions that would decrease voluntary or dysfunctional turnover and its associated unplanned and unbudgeted costs.

6.5 Proposed talent retention model for librarians at COJLIS

The final objective was to develop a talent retention model for librarians at the COJLIS based on empirical evidence with the conclusions for the quantitative findings. Ngulube (2020) and Ngulube, Mathipa and Gumbo (2015) are of the opinion that a framework is supposed to show the relationship and direction of relationships between the variables and concepts, and their impact on a phenomenon being investigated in order to avoid a scuttling framework that could misinterpret the meaning of the findings and contradictions.

The framework centres on the conceptual framework anchored on the theories and models such as Mobley (1977), Perez (2008), Spector (1997), and Price and Mueller (2000) and concepts from the extant literature and personal experience. Ngulube (2018; 2020) emphasises that a construction of a conceptual framework for a study include: integration of the aspects of a theory, putting together various concepts from different theories and incorporating aspects of a theory or theories, concepts from the literature, personal experiences, knowledge of the context combining concepts from the extant literature, and models.

The proposed framework (see Figure 6.1) is based on the findings of the present study presented in Chapter Four and Five, as well as the review of literature as discussed in Chapter Two of this study. The model developed was a conceptual model which integrated the relationships between demographic, organisational and personal the variables of the quantitative data.

It is hoped that the proposed talent retention framework will assist the library organisation and organisation leaders in increasing the limited understanding of multiple factors influencing turnover intentions and effective retention strategies to decrease turnover. The study also established that a significant proportion of librarians are thinking of quitting the library, there are low levels of job satisfaction and organisational commitment, and also dissatisfaction with the factors such as payment and fringe benefits, flexi working hours (work-life balance) and promotion and recognition.

In addition, based on the findings, the study found that turnover intention impacts negatively on decreasing morale and productivity, loss of knowledge and knowledge transfer challenges and shortage of skilled and qualified librarians. There is a dearth of literature on the turnover intention subject field within the public library sector in South Africa. It is anticipated that this framework will induce some curiosity towards information professionals and increase research output in this area.

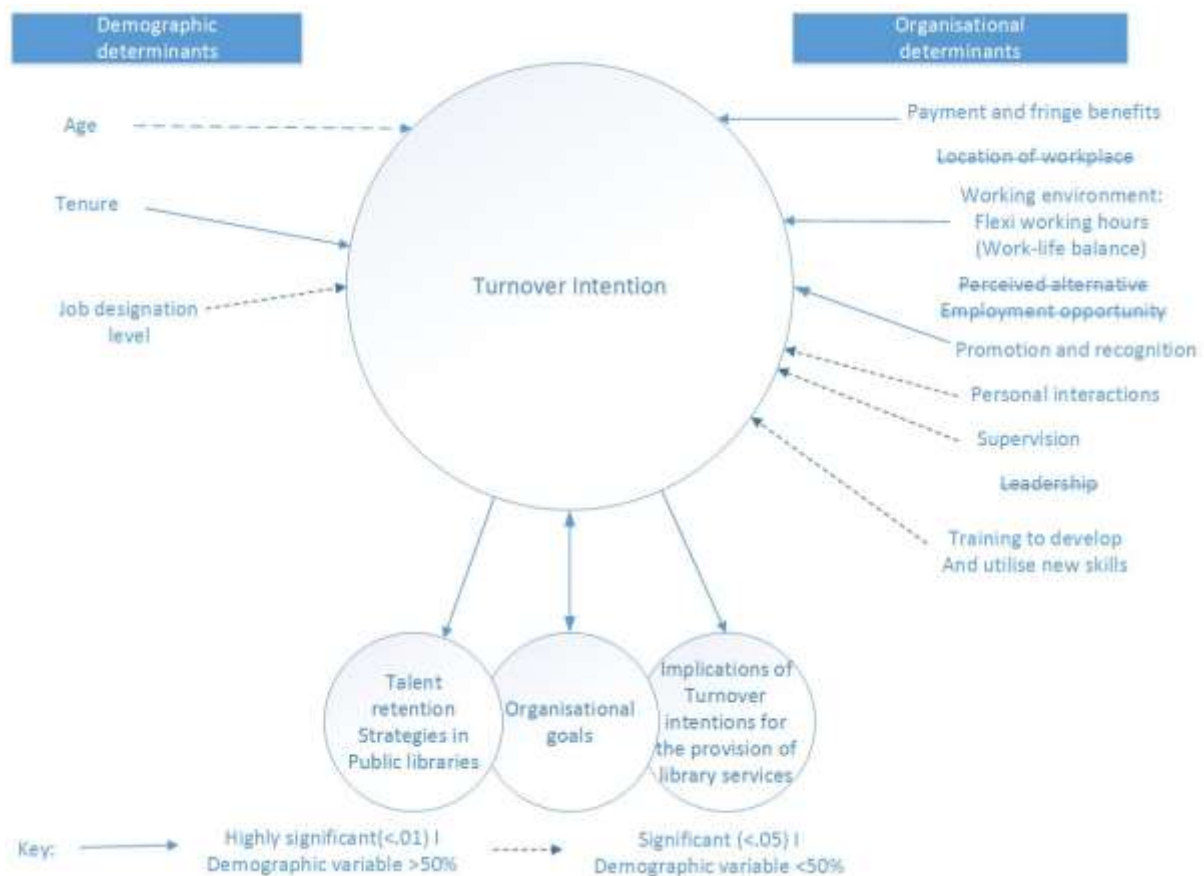


Figure 6-1: Proposed talent retention model for librarians at COJLIS

The talent retention model was based on findings from librarians at the COJLIS in the Gauteng province. The conceptual model incorporates demographic, organisational and personal determinants influencing turnover intention as reflected in sections 4.3.2 and 4.3.3.2 of Chapter Four. The predictor variables used in the model included the variables that presented a small, moderate and large correlation, to ensure that all the relevant predictor variables were incorporated holistically as part of the talent retention model (Reddy 2015).

The model was based on responses from librarians in the COJLIS. The conceptual retention model integrates demographic, organisational and personal determinants which have to be used in combination. In the context of this study with specific reference to developing a retention model, the inter-relationships between the variables were computed using Pearson’s product-moment correlations. In addition, it is worth indicating that statistically significant relationships must be established through correlation coefficients prior to integrating the variables into the retention model.

In the phase of the proposed talent retention model, demographic characteristics such as age, tenure and job designation level were incorporated. Schlechter *et al* (2016) assert that demographic variables should be considered in the extension of contemporary turnover and retention models.

The assessment of the mean score of these variables provides evidence to integrate age, tenure and job designation level. With specific reference to age, 50% of the librarians intend to quit the library. The targeted approaches to retention strategies should also examine and integrate the demographic turnover correlation in the construction of the retention models (Griffeth *et al* 2000). The predictor variables used in the model included the determinants that presented a small, moderate and large correlation in order to ensure that all the relevant variables were incorporated holistically as part of the retention model.

The model incorporates three demographic characteristics, namely: “age”, “tenure” and “job designation level”. One demographic characteristic, “tenure”, showed a highly significant correlation with turnover intention, and the other two, “age” and “job designation level”, showed a significant correlation. This suggests that the library leadership and human resource managers have to accommodate these demographic variables which predict turnover intention in order to retain them in the library organisation.

The second part of the model is organisational determinants, namely: “payment and fringe benefits”, “location of workplace”, “working environment: flexi working hours (work-life balance)”, “perceived alternative employment opportunity”, “promotion and recognition”, “personal interactions”, “supervision and leadership” and “training to develop and utilise new skills”.

Three organisational determinants, “payment and fringe benefits”, “working environment: flexi working hours (work-life balance)” and “promotion and recognition” showed a highly significant correlation to turnover intention. Both the “working environment: flexi working hours (work-life balance)” and “promotion and recognition” showed a medium and significant correlation with turnover intention. Lastly, the “training to develop and utilise new skills”, “personal interactions” and “supervision” presented a significant correlation to turnover intention. This implies that the organisational leaders and library leaders have to accommodate

the main organisational determinants influencing turnover intentions of librarians in order to decrease turnover intentions, and subsequently, retain them in the organisation.

The third part of the model is personal determinants, namely: “job satisfaction” and “organisational determinants”. The “job satisfaction” showed a significant correlation with turnover intention, while, the “organisational commitment” showed a significant correlation with turnover intention. When librarians are dissatisfied with the elements of organisational variables such as payment and fringe benefits, and promotion and recognition, the turnover intention will increase significantly.

The extended discussion of the incorporation of the demographic, organisational and personal determinants influencing turnover intention will be presented under section 6.4.2 of Chapter Six under application of the talent retention model.

6.5.1 Application of the talent retention model

The application of the talent retention model will be discussed according to each demographic, organisational and personal determinant influencing turnover intention, after which only the relevant dimensions will be discussed on the application of the model. The application of the three demographic determinants, six organisational determinants and two personal determinants that presented correlations will be discussed.

Based on the findings of this study, the relationship between age and turnover intention was established. Munro (2015) and Victoria and Olalekan (2016) identified age as one of the consistent and reliable demographic variables that affect turnover intention. In this current study, it was revealed that when librarians’ age increases, turnover intention increases; therefore, the needs and desires of the old librarians must be addressed to increase their job satisfaction.

Tenure and turnover intention revealed a positive relationship. The findings of this study indicated that librarians with a longer tenure intend to quit the organisation. Victoria and Olalekan (2016) found that employees with a longer length of service (tenure) are more likely to quit the organisation. In other words, librarians with more years of the experience want to

leave. According to Becker (1960), as age and tenure increases, the employee bonds with the organisation and the possibility of resigning decreases.

The job designation level has a relationship with the turnover intention based on the analysis of the results. Albaqami (2016), Alkahtani (2015) and Oskarsdottir (2015) support the findings of the current study that position level in the organisation has a significant relationship with the turnover intention. From another point, when librarians move up the ranks of the library organisation, the turnover intention increases. The turnover mitigation efforts should focus on librarians in the middle and senior management positions.

The next part of the model is organisational determinants. Payment and fringe benefits have a negative relationship with turnover intention. According to Erasmus *et al* (2016) and Nasuridin *et al* 2018, compensation (salary and benefits) in the organisation should be compared externally to judge the fairness of the pay structure, including salary survey, internal comparison and job evaluation to prolong the stay of employees. Ergado and Gojeh (2015:81) and Rissanen (2017) also discovered that poor incentives, unsatisfactory salary, the disparity in salary between library staff and their counterparts in other jobs are causes of turnover intention.

When reflecting on the working environment: flexi working hours (work-life balance) of this model, librarians expressed dissatisfaction with this variable, and improvement is needed to motivation and job satisfaction. Demerouti *et al* (2011), Koekemoer and Mostert (2010), the CIPD survey report (2017) and Fyn *et al* (2019) emphasise that public sector organisations, including libraries, should effect changes to the working environment by making changes to improve work-life balance to improve staff retention and reduce the intention to quit.

The promotion and recognition as part of the organisational determinants showed a negative relationship with turnover intention. Basariya and Ramyarrzgarahmed (2019), Ramogale (2016), Maithili and Navaneethakrishnan (2014), and Siew (2017) indicate a lack of promotion and recognition as imperative factors that have negatively impacted on the job satisfaction and increased the probability of librarians departing from the organisation. Spector (1997) emphasises that promotional opportunities which are judged to be fair by employees would lead to increased job satisfaction and decreased turnover intention.

With reference to the training to develop and utilise new skills, a negative relationship was established. The librarians are not satisfied with the training and learning initiatives, and the opportunity to work in certain libraries or units in order to gain library technical knowledge. Danish *et al* (2019) and Mitchell and Zatzick (2015) found a relationship between the availability of training (training to develop and utilise new skills) and turnover intention.

In respect of personal interactions, a negative relationship was observed, which proved that librarians were dissatisfied with certain communication approaches which may lack elements of respect and trust. According to Singh and Luthra (2018), personal interaction or communication competencies share a significant negative relationship with turnover intention, and modification is required to increase a stay in the organisation. Griffeth *et al* (2010) also indicate that good interpersonal skills lead to a decrease in turnover intention.

The last organisational determinants, “supervision”, was shown to have a negative relationship to turnover intention. Al Mamun and Hasan (2017) and Tapola (2016) stress that supervisors who mistreat employees would lead them to demonstrate turnover intention. According to Uitzinger *et al.* (2018), micromanaging could hinder employees’ development, decrease productivity and drive talented employees to leave the organisation.

On the personal determinants as part of the model, job satisfaction demonstrated a negative correlation with turnover intention. De Sousa Sabbagha *et al* (2018), Iqbal *et al* (2014), Mobley *et al* (1979) and Perez (2008) emphasised that The Herzberg (1966) motivation-hygiene theory could be used to increase job satisfaction and decrease turnover intention. For instance, intrinsic factors like recognition, achievements, nature of work, increased responsibility, advancement, learning and growth are motivating factors. The extrinsic factors are supervision, unfair company policy, incompetent and unfair supervisor, unpleasant working conditions, unfair salary, relationship with co-workers as hygiene factors.

The last personal determinant influencing turnover intention, “organisational commitment” showed a significant relationship to turnover intention. According to Griffeth *et al* (2000), organisational commitment has been recognised as a salient predictor of turnover intention. Meyer and Allen (1997) revealed that a committed and loyal employee has a propensity to extend the stay, and an increased commitment to the organisation, including the library organisation. Döckel *et al* (2006) indicated that compensation had a strong significant

relationship to organisational commitment and may increase intention to stay. Hence, it is critical to incorporate all organisational factors that have the potential to increase motivation, job satisfaction and organisational commitment in order to retain the talented librarians.

6.6 Recommendations for future research

The following are recommendations for future research:

- The current study did not cover determinants influencing the turnover intention of librarians within the provincial libraries and other public libraries within local government, and therefore, future studies should be conducted in these spheres of government to include librarians and non-professionals. This would improve external validity and ensure that the findings could be inferred on the greater public library sector in South Africa.
- The consideration must be given to other organisational factors and external factors such as organisational justice, workplace violence, working environment: library infrastructure, burnout and distress not covered in this study. A factor or variable that influences turnover intention in one library organisation will not necessarily work in another organisation. Therefore, future researchers can examine the influence of these variables on various types of library organisations.
- The present study employed a quantitative approach. Therefore, another study adopting mixed methods research and both quantitative and qualitative approaches could be conducted to identify other factors that were not explored in this study.
- Research is required to validate this newly developed retention model within the COJLIS.

6.7 Implications on theory and practice

The present study makes several significant contributions to the body of knowledge. This study provides in-depth information about the various demographic, organisational and personal determinants of the turnover intention of librarians within the public library sector. This study contributes most to the body of knowledge because it creates a theoretical model to assist libraries to retain their employees. There is a paucity of models in the public library sector

which take into account the relationships and variables (indicated in the conceptual framework (Figure 1.2) that influence turnover intention, which are proxies for retention and which could be prioritised when developing a retention model.

Furthermore, there is a dearth of studies which had been conducted in the public library sector which investigated the identified demographic, organisational and personal determinants of librarians with a view to developing a talent retention strategy. The library organisation could improve the retention of librarians by considering strategies such as promotion and recognition, work-life balance, competitive and market-related salaries, and fringe benefits based on the findings of this study. Lastly, the study is seen to contribute to the theory as well as the practices and trends of human resources for the development of targeted approaches to reduce turnover intention.

6.8 Conclusion

The current study was arranged into six chapters. Chapter One provided the introduction and background to the study. Chapter Two presented a literature review on determinants of the turnover intention of public librarians, implications of turnover on the provision of library services and talent retention strategies in public libraries. The research methodology was presented in Chapter Three. Chapter Four presented the data presentation and analysis which data were collected via a self-administered questionnaire and sent via email and further analysed using SPSS methods. The data interpretation and discussion of research findings from the study were given in Chapter Five, while Chapter Six presented the conclusions of all the objectives, as stated in Chapter One.

The study revealed that a significant proportion of librarians at the COJLIS have higher turnover intentions, low job satisfaction and lower organisational commitment. Payment and fringe benefits, working environment: flexi working hours (work-life balance), and promotion and recognition showed a highly significant negative relationship with turnover intention. It was established that turnover intention has negative and devastating consequences such as decreased morale and productivity and direct and indirect costs to library organisation. Additionally, it was found in this present study that librarians are dissatisfied with fair and merit-based compensation and benefits as a talent retention strategy. The chapter concluded with a proposed retention model, which was developed after all the findings had been analysed

and conclusions had been drawn from the quantitative analysis. The major limitation of the talent retention model is that it is applicable to a public library organisation only. Further research is recommended to test the applied retention model in the public library sector.

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ANNEXURE A- QUESTIONNAIRE

The questionnaire comprises of two parts. The first part was designed to collect librarians' demographic information. The second part of the questionnaire consists of the measurement scales of the variables in this study.

Please answer questions *by making a cross (X) or clicking in the box that reflect your view* next to the correct answer. This questionnaire will only take 15 minutes to complete. Please answer every question, and avoid skipping some statements or questions.

Section A – Demographic information

1. Gender:

Female

Male

2. Age:

20-29

30-39

40-49

50 and above

3. Educational qualifications:

National diploma

Bachelor's degree

Honours degree

Master's degree

PhD degree

Other, specify _____

4. Job designation level:

Senior management (Director and Deputy Directors)

Middle management (Assistant Directors and Managers)

Operational level (Senior Librarians and Librarians)

5. Length of service in the current organisation:

- > 6 months
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Above 20 years

6. Region/ section:

- Region A
- Region B
- Region C
- Region D
- Region E
- Region F
- Region G
- Johannesburg City Library
- Director's Office
- Service Extension and Resource Development
- Bibliographic and Distribution Services
- eLearning and Library Applications
- None of the above

Section B 1 Organisational and personal determinants of the turnover intentions of public librarians

This evaluation model will assist City of Johannesburg libraries to evaluate determinants of turnover intention of public librarians with a view to developing a retention strategy, which may have the potential to reduce voluntary turnover of public librarians. For each survey item

in the following tables, a 5-point Likert scale is used. Please evaluate each attribute on the basis of this scale and choose the appropriate number on the following tables. **1.1**

Organisational determinants influencing turnover intentions.

Under this section, various organisational determinants influencing turnover intentions of librarians using different measurement scales of the following variables namely: payment and fringe benefits, location of workplace, working environment: flexi-working hours, perceived alternative employment opportunities, promotion and recognition, personal interactions, supervision, leadership and training to develop and utilise new skills will be assessed.

1.1.1 Payment and fringe benefits

The statements below describe various aspects of your pay and fringe benefits (e.g. basic salary, housing and medical benefits, leave encashment, non-financial rewards leave, locomotion allowances). For each statement in the following table, decide how satisfied or dissatisfied you feel about your pay and fringe benefits. Please use the scale provided below each statement to reflect your view.

	Payment and fringe benefits	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	My current total salary package	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	The organisation's pay structure is fair and commensurate with my skills and expectations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	My organisation's pay structure is fair when compared to other similar organisations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	The competitiveness of my total salary package (e.g. basic salary, transport allowances, benefits and incentives)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Payment and fringe benefits	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
5	Non-payment of similar allowances payable to other librarians in the library organisation	1□	2□	3□	4□	5□
6	I feel satisfied with my chances for salary increases/ progression	1□	2□	3□	4□	5□
7	The organisation provides adequate non-monetary benefits for my performance	1□	2□	3□	4□	5□
8	The benefits we receive are as good as what most public library organisations offer	1□	2□	3□	4□	5□
9	There are benefits I think we should have	1□	2□	3□	4□	5□
10	The benefit package we have is equitable	1□	2□	3□	4□	5□

1.1.2 Location of workplace

The statements below describe various aspects of location of workplace relative to place of residence. For each statement in the following table, decide how satisfied or dissatisfied you feel about aspects such as accessibility of transport, traffic, distance between workplace and place of residence. Please use the scale provided below each statement to reflect your view.

	Location of workplace	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
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1	I am satisfied with the accessibility of transportation between my living place and the library	1□	2□	3□	4□	5□
2	The alternative commuting routes between my living place and the library	1□	2□	3□	4□	5□
3	The traffic between my living place and the library	1□	2□	3□	4□	5□
4	The parking facilities of other libraries and their surroundings	1□	2□	3□	4□	5□
5	The distance between my living place and the library	1□	2□	3□	4□	5□
6	The travelling time between my living place and the library	1□	2□	3□	4□	5□

1.1.3 Working environment: Flexi-working hours

The statements below describe various aspects of working environment: flexi-working hours (e.g. application of organisation's policies regarding working hours, flexibility of hours in relation to reducing work-family conflict, overtime practices, inflexibility of the working conditions). Please use the scale provided below each statement to reflect your view.

	Working environment: Flexi-working hours	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
--	---	------------------------------	-----------------	----------------	--------------	---------------------------

1	I am satisfied with the way the organisation's policies are put into practice	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	I am currently satisfied with my present working hours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	I am satisfied with overtime policies and practices	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	Greater flexibility reduces work-family conflict	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	Greater flexibility promotes job satisfaction	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	Flexibility of working from home or other locations outside the workplace	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	Flexibility to take several hours off during the workday	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	Inflexibility of the working conditions, including long hours and often rigid schedules	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

1.1.4 Perceived alternative employment opportunities

The statements below describe various aspects of alternative employment opportunities, taking into consideration education and age of the employees and including perceived availability of job opportunities outside the library organisation. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Perceived alternative employment opportunities	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	If I quit my current job, the chances to find another, better job are high	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

2	I strongly believe that I can find a new job that is as least as good as the current job	1□	2□	3□	4□	5□
3	Given my age, education, and general economic, the chance of attaining a suitable position in other organisation is high	1□	2□	3□	4□	5□
4	That chance of finding another job that would be acceptable is high	1□	2□	3□	4□	5□
5	It would be easy to find acceptable alternative employment	1□	2□	3□	4□	5□

1.1.5 Promotion and recognition

The statements below describe various aspects of promotion and recognition such as recommendation for promotion by supervisor, fair promotion practices and probability of future career progression within the library organisation. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Promotion and recognition	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor recommends me for promotion	1□	2□	3□	4□	5□
2	The company has a fair promotion criterion	1□	2□	3□	4□	5□
3	I am satisfied with rewards and recognition for my achievement	1□	2□	3□	4□	5□
4	I am satisfied with the possibility of future career progression	1□	2□	3□	4□	5□

	Promotion and recognition	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	I would leave this organisation for a promotion	1□	2□	3□	4□	5□
6	When I do a good job, I receive the recognition for it that I should receive	1□	2□	3□	4□	5□
7	There are good rewards for those who work for this organisation	1□	2□	3□	4□	5□
8	Line managers collaboratively set targets with direct reports	1□	2□	3□	4□	5□
9	There is a lack of employee recognition	1□	2□	3□	4□	5□

1.1.6 Personal interactions

Please respond to the following questions related to the personal interactions between co-workers, supervisors and managers and attitudinal or behavioural factors which may impact negatively on working relationships. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Personal interactions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My direct supervisor has strong interpersonal skills	1□	2□	3□	4□	5□
2	I interact effectively and appropriately with the supervisor, co-workers and managers	1□	2□	3□	4□	5□
3	I like the friendliness of my co-workers	1□	2□	3□	4□	5□
4	There is effective communication to maintain	1□	2□	3□	4□	5□

	Personal interactions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	good interpersonal relations and productive at work					
5	I am satisfied with the support of my direct colleagues during conflict situations	1□	2□	3□	4□	5□
6	My direct supervisor is good listener and handles grievance matters properly and on time	1□	2□	3□	4□	5□
7	Library staff are treated with respect and dignity	1□	2□	3□	4□	5□
8	Good communication skills helps you interact with co-workers and supervisors to make decisions, solve problems and achieve library goals	1□	2□	3□	4□	5□

1.1.7 Supervision

Please respond to the following questions related to the aspects of the supervision such as relationship with the co-workers, allocation of work, feedback provision. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Supervision	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor and I have a good relationship	1□	2□	3□	4□	5□

2	My supervisor lacks impartiality to me	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	My supervisor distributes the work fairly	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	My supervisor has the competence in making decisions or suggest alternative solutions	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	My supervisor seems willing to listen to my problems	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	My supervisor would defend me against others in the organization if I made an honest mistake	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	I do not mind working my hardest for my supervisor.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	My supervisor provides feedback	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

1.1.8 Leadership

Please respond to the following questions related to the leadership styles. Democratic and autocratic leadership approaches are some of the leadership styles to be included in the below table. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Leadership	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	In complex situations, leaders let subordinates work problems out on their own in my library	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

2	The leaders give subordinates complete freedom to solve problems on their own	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	The leaders believe that it is best to leave subordinates alone	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	There is frequent and supportive communication from the leaders	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	The leaders regularly ask others for feedback on how well things are really going	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	Employees are part of the decision-making process	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	Most of the time the leadership does not explain his actions	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	The leaders believes that employees need to be supervised closely or they are not likely to do their work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9	The leadership does not readily accept new ideas from subordinate	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
10	The leadership takes decisions arbitrarily	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

1.1.9 Training to develop and utilise new skills

Please respond to the following questions related to the training and opportunity to utilise newly acquired skills. Please use the scale provided below each statement to reflect your view. For each survey item in the following table, a 5-point Likert scale is used.

	Training to develop and utilise new skills	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There are quality of developmental or training opportunities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	There is a chance to work alone on the job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	Opportunities to utilize your skills and talents	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	Opportunities to learn new skills	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	Support for additional training and education	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	I believe that my skills are used for the development of the organization	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

1.2 Personal determinants influencing turnover intentions of public librarians

Under this section, personal determinants influencing turnover intention, namely: job satisfaction and organisational commitment will be examined using appropriate measurement scales.

1.2.1 Job satisfaction

Please respond to the following questions related to the overall job satisfaction, as it plays a very important role in employee turnover rate. A satisfied employee will always be retained for longer time within the organization. Please use the scale provided below each statement to reflect your view.

	Job satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Generally speaking, I am very satisfied with this job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

2	I frequently think of quitting this job	1□	2□	3□	4□	5□
3	I am generally satisfied with the kind of work I do in this job	1□	2□	3□	4□	5□
4	Most people in this job are very satisfied	1□	2□	3□	4□	5□
5	People in this job often think of quitting	1□	2□	3□	4□	5□

1.2.2 Organisational commitment

Please respond to the following questions related to the organisational commitment which seek to identify the psychological reasons why librarians remain committed to the organisation. The table covers the various items of the affective, continuance and normative organisational commitment which may assist the researcher understand why some librarians opt to stay with and why some librarians opt to leave the library organisation. Please use the scale provided below each statement to reflect your view.

	Organisational Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	This library organisation has a great deal of personal meaning for me	1□	2□	3□	4□	5□
2	I really feel as if this library organisation's problems are my own	1□	2□	3□	4□	5□
3	I owe a great deal to my library organisation	1□	2□	3□	4□	5□
4	I feel that I have too few options to consider leaving this library organisation	1□	2□	3□	4□	5□

	Organisational Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	I would feel guilty if I leave my library organisation now	1□	2□	3□	4□	5□
6	I do not feel “emotionally” attached to this library organisation	1□	2□	3□	4□	5□
7	It would be very hard for me to leave my library organisation right now, even if I wanted	1□	2□	3□	4□	5□
8	Right now, staying with my library is a matter of necessity	1□	2□	3□	4□	5□
9	This library organisation really inspires the very best in me in the way of job performance	1□	2□	3□	4□	5□
10	One of the few negative consequences of leaving this library would be the scarcity of other job opportunities	1□	2□	3□	4□	5□
11	I would be very happy to spend the rest of my career with this library organisation	1□	2□	3□	4□	5□
12	I would not leave my organisation right now because I have a sense of obligation to its people	1□	2□	3□	4□	5□
13	I do not feel any obligation to remain with my current library organisation	1□	2□	3□	4□	5□

	Organisational Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14	Even if it were to my advantage, I do not feel it would be right to leave my library organisation now	1□	2□	3□	4□	5□
15	I do not feel a strong sense of “belonging” to my organisation	1□	2□	3□	4□	5□
16	This library deserves my loyalty	1□	2□	3□	4□	5□
17	Too much of my life would be disrupted if I decided I wanted to leave my library now	1□	2□	3□	4□	5□
18	If I had not already put so much of myself into this library organisation, I might consider working elsewhere	1□	2□	3□	4□	5□
19	I am proud to tell others that I am part of this library organisation	1□	2□	3□	4□	5□
20	I talk about this library organisation to my friends as a great workplace	1□	2□	3□	4□	5□

2. Turnover intention of the public librarians

Please respond to the following questions related to the turnover intention to establish whether librarians are planning to stay or quit the library organisation. Please use the scale provided below each statement to reflect your view.

	Turnover intention	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I would quit my present job for a similar position with better pay in another organisation at the least opportunity	1□	2□	3□	4□	5□
2	Continuation with my present employer will not fulfil my life expectation	1□	2□	3□	4□	5□
3	As soon as I can find a better job, I will quit this organisation	1□	2□	3□	4□	5□
4	I often think about quitting my job	1□	2□	3□	4□	5□
5	I will probably look for a job outside of this organisation within the next three years	1□	2□	3□	4□	5□
6	It is very unlikely that I would ever consider leaving this organisation	1□	2□	3□	4□	5□
7	I prefer very much not to continue working for this organisation	1□	2□	3□	4□	5□
8	I will likely actively look for a new job in the next year	1□	2□	3□	4□	5□
9	The first pages of a newspaper I read daily are the job advertisement pages	1□	2□	3□	4□	5□

3. Implications of turnover intentions on the provision of library services

Please respond to the following questions related to the implications of the turnover intentions on the provision of library services. Please use the scale provided below each statement to reflect your view.

	Implications of turnover intentions on the provision of library services	No extent	Moderate extent	Slight extent	Great extent	Very great extent
1	Loss of knowledge and knowledge transfer challenges	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	Decreasing morale and productivity	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	Disruption of library organisational operations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	Decreasing customer service and quality of library service	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	Shortage of skilled and qualified librarians	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	Direct and indirect costs on library organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

3. Talent retention strategies in public libraries

Please respond to the following questions related to the talent retention strategies in public libraries aimed at increasing organisational commitment and job satisfaction among librarians in order to reduce turnover intentions, and also to retain skilled and competent librarians. Please decide how satisfied you feel about the aspect of the talent retention strategies described by the statement. Please use the scale provided below each statement to reflect your view.

	Talent retention strategies in public libraries	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	Mentorship programmes and succession planning	1☐	2☐	3☐	4☐	5☐
2	Career management, developmental opportunities and skills training	1☐	2☐	3☐	4☐	5☐
3	Job enrichment (e.g. challenging work, task variety, autonomy)	1☐	2☐	3☐	4☐	5☐
4	Fair and merit-based compensation and benefits	1☐	2☐	3☐	4☐	5☐
5	Supervision and management support	1☐	2☐	3☐	4☐	5☐
6	Work-life balance policies	1☐	2☐	3☐	4☐	5☐

Your time in completing this questionnaire is much appreciated. Thank you.

ANNEXURE B- ETHICAL CLEARANCE



DEPARTMENT OF INFORMATION SCIENCE ETHICS REVIEW COMMITTEE

16 April 2019

Dear Mr Johannes Masenya

Decision:

**Ethics Approval from 16 April
2019 to 16 April 2024**

DIS Registration #: Rec-160419

References #: 2019-DIS-0014

Name: J Masenya

Student #: 48236322

Researcher(s): Mr Johannes Masenya
48236322@mylife.unisa.ac.za
083 418 4688

Supervisor(s): Prof M Ngoepe
ngoepms@unisa.ac.za
012 429 6792

&

Prof G Jiyane
jiyaneG@unizulu.ac.za
066 448 6899

**Determinants of turnover intentions of librarians at the City of
Johannesburg libraries in Gauteng Province of South Africa: implications
on provision of library services.**

Qualifications: Masters Study



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
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Thank you for the application for research ethics clearance by the Unisa Department of Information Science Research Ethics Committee for the above-mentioned research. Ethics approval is granted for five years.

The **low risk application** was reviewed and expedited by the Department of Information Science Research Ethics Committee on 16 April 2019 in compliance with the Unisa Policy on Research Ethics and the Standards Operating Procedure on Research Ethics Risk Assessment. The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy of Research Ethics.
2. Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Department of Information Science Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards the protection of participants' privacy and the confidentiality of the data should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no. 4 of 2013; Children's Act no. 38 of 2005 and the National Health Act, no. 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after the expiry date of **16 April 2024**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.


Note:

*The reference number **2019-DIS-0014** should be clearly indicated on all forms of communication with the intended research participants, as well as the Committee.*



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Yours sincerely



Dr Isabel Schellnack-Kelly
Department of Information Science: Ethics Committee



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ANNEXURE C- LETTER OF PERMISSION



a world class African city

City of Johannesburg
Office of the City Manager
Group Strategy, Policy Coordination and Relations
Innovation & Knowledge Management Unit

16 th Floor A-Block Metropolitan Centre 158 Civic Boulevard Braamfontein	PO Box 1049 Johannesburg South Africa 2000	Tel +27(0) 11 407 6455 (O) Fax +27(0) 11 339 1580
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www.joburg.org.za

Johannes Masenya
Manager: Library and Information Services- JCL
jmasenya@joburg.org.za

18 June 2019

Subject: Master's Study Research on "Determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa: implications on provision of library services"

Dear Mr Masenya,

Thank you for approaching City of Johannesburg Metropolitan Municipality, Gauteng, with regard to your request to undertake a research on "**Determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa: implications on provision of library services**" in partial fulfilment of your master's degree.

We are pleased to know that the City of Johannesburg has been selected as one of the focus research areas and are hopeful that the research would equally provide useful findings and insights that will contribute positively towards the attainment of the city's 2040 Growth and Development long-term Strategy, as well as the city's 2016 – 2021 Integrated Development Programme Priorities.

The City of Johannesburg does not have any objection and hereby gives consent to do your research work with focus on relevant departments & municipal entities that provide library services.

The CoJ will provide necessary support in terms of facilitating any relevant information with regard to conduct of interviews and questionnaire survey at the identified department/ divisions/ directorates in consultation with CoJ as useful to your research work.

We wish you best of luck in the completion of your studies and looking forward to receiving copy of the final report.

Thank you

Pakiso Harvey Phalatse, APR
Director: Innovation & Knowledge Management
Group Strategy, Policy Coordination & Relations Department
harveyp@joburg.org.za

ANNEXURE D- INTRODUCTORY LETTER

LETTER OF INTRODUCTION

Dear Sir/Madam,

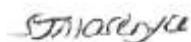
I am Johannes Masenya, a Master's student at the University of South Africa (UNISA) in the Department of Information Science under the supervision of Prof Mpho Ngoepe and Prof Glenrose Jiyane. The research study is entitled "*Determinants of turnover intentions of librarians at the City of Johannesburg Libraries in Gauteng Province of South Africa: implications on provision of library services*". The purpose of the study is to investigate the determinants of turnover intention of public librarians in City of Johannesburg Libraries (COJLIS) with a view to developing a retention strategy.

This research study may assist COJLIS to access inputs and insights on factors that cause some librarians to stay with and why some opt to leave the library organisation. In the final analysis, your opinions or responses will contribute to the development or refinement of strategies which can be put into practice to increase librarians' job satisfaction and organisational commitment and promote retention in order to reduce voluntary turnover.

Please note that the CONFIDENTIALITY of your responses is meticulously assured. Guaranteeing confidentiality and anonymity of the data is a condition of the Ethics Committee approvals gained at the University of South Africa on the 16 April 2019. Your contribution is greatly valued, but it is emphasized that your participation in this research study is voluntary and completion of the attached questionnaire will be taken as your consent to participate. You may also withdraw your consent at any time. The data is processed without any **identifying details** attached, and is therefore completely anonymous. You are not required to provide your name, and will therefore remain anonymous. I am hoping that you can find fifteen (15) minutes in your busy schedule to complete and return the questionnaire by **Friday, 14 June 2019**. Please also sign consent form before completing the attached questionnaire.

Please feel free to contact the student Mr Johannes Masenya for more information and enquiries at 082 921 7234 or jmasenya@joburg.org.za. This research study has received clearance by the Department of Information Science Ethics Review Committee (2019-DIS-0014). I would like to thank you in anticipation for your interest and effective participation in this study

Yours faithfully,



Johannes Masenya (Master's Student)

Student Number: 48236322

ANNEXURE E- INFORMED CONSENT FORM



CONSENT TO PARTICIPATE IN THIS STUDY

I, _____(participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the completion of the questionnaire for academic purposes only.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname..... (please print)

Researcher's signature.....Date.....



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