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## ORGANISATIONAL CULTURE OF LIBRARIANS IN EASTERN, NIGERIA

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### ABSTRACT

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*Staff retention remains crucial for organizational success, as human resources drive goal achievement. This study examines the relationship between organizational culture and turnover intention among librarians in Eastern Nigeria's private universities. Four cultural constructs were analyzed: culture type, organizational bonds, structure, and leadership style. The population comprised all 308 librarians in these institutions, with 289 usable questionnaires returned. Data analysis employed frequency counts and simple statistics for research questions, while Pearson Product Moment Correlation (PPMC) tested hypotheses. Key findings revealed: Adhocracy culture predominated (M=15.61, SD=4.60); High turnover intention (M=46.46, SD=5.87); Moderately controlled organizational structures (M=3.14, SD=0.60); Transformational leadership as primary style (M=3.04, SD=0.64) and Strong organizational bonds (M=3.12, SD=0.50). The study recommends that private university library management develop policies strengthening cultural bonds, structural frameworks, leadership approaches, and cultural alignment to mitigate turnover intention and prevent actual staff attrition. Keywords: Staff retention, organisational culture, organisational structure, turnover intention, private university libraries*

**Keywords:** Organisational, Culture, Librarians, Eastern and Nigeria

## Introduction

Human resources are fundamental to an organization's growth, advancement, and expansion, as stable personnel ensure efficient service delivery and organizational stability (Jain, 2013). Employees are often regarded as the most vital machinery driving an organization forward, as they develop and utilize other resources—such as capital, land, and enterprise—to maximize benefits (Armstrong & Taylor, 2014). Without skilled human resources, even the availability of other assets becomes ineffective, leading to wasted potential (Bello & Bello, 2020). Libraries operate with objectives aligned with their university's mission, achieved through selecting, acquiring, organizing, preserving, and disseminating relevant information resources (Idiegbeyan-Ose, 2018). Beyond these core functions, librarians engage in academic duties such as teaching and committee work, requiring high professional competence (Mahlasela & Chinyamurindi, 2020). Given their critical role, retaining skilled librarians is imperative for sustained library effectiveness. Turnover intention refers to a librarian's voluntary contemplation of leaving their position—a psychological withdrawal process rather than an abrupt decision (Mobley, 2010; Al Mamun & Hassan, 2020). Research indicates that librarians often disengage mentally before physically departing, yet employers frequently overlook early warning signs, focusing instead on actual turnover (Golparvar et al., 2014). Studying turnover intention allows library management to preempt attrition by addressing underlying causes before resignations occur (Bwowe, 2020).

Organizational behavior studies highlight job satisfaction, organizational commitment, and organizational culture as key predictors of turnover, with turnover intention being the strongest precursor (Al Mamun & Hassan, 2020). Retaining experienced librarians enhances productivity, as long-term staff develop efficiency through accumulated expertise (Armstrong & Taylor, 2014). High turnover disrupts critical library functions—such as cataloging—erodes institutional knowledge, and degrades service quality (Wen et al., 2014). Analyzing turnover intention aids in workforce planning, resource forecasting, and risk management (Bello & Bello, 2020). Given that psychological withdrawal precedes actual turnover, proactive measures—such as improving job satisfaction and fostering a supportive organizational culture—can mitigate attrition (Golparvar et al., 2014). For private university libraries in Nigeria, addressing these factors is essential to maintaining stability and service excellence (Idiegbeyan-Ose, 2018).

## Organizational Culture in Academic Libraries: A Framework for Staff Retention

Organizational culture, as defined by Schein (2010), represents the shared assumptions, values, and beliefs that develop as an organization addresses challenges of external adaptation and internal integration (Ibeh & Alumona, 2019). In academic libraries, this culture emerges from the collective norms, expectations, and professional behaviors of librarians, which new members gradually adopt (Muokebe & Agwuna, 2024). The study examines four key cultural constructs: culture types, organizational structure, bonding mechanisms, and leadership styles (Nwabueze & Ibeh, 2016).

### Typology of Organizational Cultures

Research identifies four primary organizational cultures (Kaur & Zafar, 2015; Ibeh & Ifeka, 2024a):

1. Clan culture - familial relationships and teamwork (Ogbomo & Muokebe, 2011)
2. Hierarchy culture - formal rules and structured environments (Nwankwo et al., 2022)
3. Market culture - results-driven competitiveness (Muokebe et al., 2025)
4. Adhocracy culture - innovation and individualism (Barhi et al., 2021; Nwafor-Orizu et al., 2024)

### Structural and Social Dimensions

Organizational structure reflects the operationalization of institutional goals, while organizational bonds represent the social cohesion among staff (Cameron, 1986; Muokebe & Enweani, 2019). Leadership styles significantly influence workplace dynamics, with transformational leadership proving particularly effective in library settings (Ofordile et al., 2016; Kamaluddeen et al., 2024). Research demonstrates that organizational culture fosters employee identity, guides behavior, and enhances stability (Herminingsih & Gozali, 2014; Nwankwo & Agwuna, 2021).

### Cultural Impact on Staff Retention

Organizational culture profoundly affects staff productivity, ethical conduct, and turnover intentions (Omeluzor, 2018; Rita, 2022). The "normative glue" of culture can either strengthen retention or accelerate attrition (Ibeh & Ekereuche, 2019; Muokebe & Ogbomo, 2013). By examining these cultural dimensions, library management can develop targeted strategies to reduce turnover (Cerovic et al., 2011; Agwuna et al., 2025). This study addresses a critical gap in library science literature by investigating how specific cultural factors influence librarians' retention in Nigerian academic institutions (Ibeh & Ezeabasili, 2024; Nwankwo et al., 2021). The

findings will provide actionable insights for developing retention-focused organizational cultures in university libraries (Muokebe, 2013; Ofodile & Orakpor, 2009).

### Research questions

1. What types of organisational culture exists in private university libraries in Eastern Nigeria?
2. What is the organisational structure of private universities in Eastern Nigeria?
3. What are the bonds that holds in private universities in Eastern Nigeria?
4. What are the prevailing leadership style in private universities in Eastern Nigeria?
5. What is the level of turnover intention of librarians in private university libraries in Eastern Nigeria?

### Hypotheses

There is no significant relationship between organisational culture and the turnover intention of librarians in private university libraries in Eastern Nigeria.

### Methodology

The research employed in this study is the survey of the correlational type. The survey covered the 46 private universities in the Eastern part of Nigeria at the time of the study. All the librarians in the universities were involved in the study making a total of 308 respondents. Distribution of data was done using three research assistants over a period of four weeks. The questionnaire was the instrument of study and the questions in it were drawn up in line with the objectives and research questions posed. Collected data was analysed using frequency count and simple statistics while Pearson Product Moment Correlation was used to answer the only hypothesis posed.

### Results and discussion

#### Questionnaire administration and response rate

A total of 308 questionnaires were issued to respondents at 46 private university libraries in Eastern Nigeria; 289 of these were retrieved and determined to be useful, yielding a response rate of 93.8 percent.

**Table 1: Respondent's' socio-demographic characteristics**

S/N	Variable	Characteristics	Frequency	Percentage
1	Designation	Ass. Librarian	44	15.2
		Librarian II	56	19.4
		Librarian 1	79	27.3
		Senior librarian	57	19.7
		Principal Lib.	35	12.1
		Dep. Librarian	18	6.3
		Total	289	100
2	Gender	Male	116	40.1
		Female	173	59.9
		Total	289	100
3	Age	20-30	59	20.4
		31-40	168	58.1
		41-50	46	16
		51 and above	16	5.5
		Total	289	100
4	Marital status	Married	224	77.5
		Single	61	21.1
		Divorced	4	1.4
		Total	289	100
4	Qualification	Bachelor Degree	109	37.7
		Master Degree	139	48.1
		PhD	41	14.2
		Total	289	100
5	Length of service in this library?	0-5 years	86	29.7
		6-10 years	132	45.7
		11-15 years	45	15.6
		16-20 and above	26	9
		Total	289	100

Table 1 espouses the Socio-demographic features of the respondents. Designation of the respondents revealed that Librarian I at 79(27.3%) were more than the other cadre of librarians. Distribution of respondents by age revealed that 108(58.1%) were in the age range of 31-40

years, showing highest than others. Majority of the respondents at 224(77.5%) are married. Master degree holders at 139(48.1%) are in the majority. 132(45.7%) had that longest work experience in their current library of 6-10years.

## Answers to research questions Research question 1:

Table 2 Types of organisational culture of private university libraries in Eastern Nigeria

S/N	Variable	%	%	%	%	$\bar{X}$	S.D
	Clan culture	SA	A	D	SD		
1.	My library is a personal place	27 (9.2)	100 (34.1)	119 (40.6)	43 (14.7)	2.38	0.85
2.	We operate like and extended family	49 (16.7)	195 (66.6)	42 (14.3)	3 (1.0)	3.00	0.59
3.	My library is high on commitment and development	62 (21.2)	192 (65.5)	32 (10.9)	3 (1.0)	3.11	0.60
4.	The long Term success of every employee is an high priority of management of our library	54 (18.4)	189 (64.5)	46 (15.7)	0 (00.0)	3.02	0.58
5.	Team building is a major focus of our library	61 (20.8)	177 (60.4)	51 (17.4)	0 (00.0)	3.03	0.62
	Arithmetic mean =		Overall	$\bar{X}$ and	SD	14.54	3.26
	Adhocracy Culture		weighted	Mean=	2.91		
6.	My library is a creative place to work in	48 (16.4)	189 (64.5)	52 (17.7)	0 (00.0)	2.98	0.58
7.	There is room for continuous improvement in our library	69 (23.5)	173 (59.0)	41 (14.0)	6 (2.0)	3.05	0.67
8.	Innovation and experimentation are priorities of management in my library	86 (29.4)	184 (62.8)	19 (6.5)	0 (00.0)	3.36	0.55
9.	My library's emphasis is on long term growth	64 (21.8)	189 (64.5)	20 (6.8)	13 (4.4)	3.03	2.14
10.	Individual growth initiative and freedom is encouraged in my library	89 (30.4)	171 (58.4)	26 (8.9)	3 (1.0)	3.19	0.63
	Arithmetic mean =		Overall	$\bar{X}$ and	SD	15.61	4.60
	Market Culture		weighted	Mean=	3.12		
11.	The business strategy in our library is customer and market oriented	43 (14.7)	201 (68.6)	35 (11.9)	10 (3.4)	2.95	0.63
12.	Our library is a tough and demanding place to work	29 (9.9)	133 (45.4)	114 (38.9)	13 (4.4)	2.61	0.72
13.	The focus of our library is on enhancing competitiveness among staff	26 (8.9)	139 (47.4)	121 (41.3)	3 (1.0)	2.65	0.65
14.	Measurable goals and targets are the major focus of our library	40 (13.7)	189 (64.5)	54 (18.4)	6 (2.0)	2.91	0.63
15.	Our library is majorly focused on getting the job done	41 (14.0)	212 (72.4)	36 (12.3)	0 (00.0)	3.01	0.51
	Arithmetic mean =		Overall	$\bar{X}$ and	SD	14.13	3.17
	Hierarchical Culture			Weighted	Mean=	2.83	
16.	The management team in our library gives consideration to span of control	36 (12.3)	173 (59.0)	64 (21.8)	16 (5.5)	2.79	0.72
17.	The focus of our library is on consistency and control	37 (12.6)	208 (71.0)	41 (14.0)	3 (1.0)	2.97	0.55
18.	In our library, formal rules and regulations are strictly followed.	79 (27.0)	151 (51.5)	59 (20.1)	0 (00.0)	3.06	0.68
19.	Consistency and uniformity forms the nucleus of our library	44 (15.0)	208 (71.0)	37 (12.6)	0 (00.0)	3.02	0.52
20.	The hierarchical structure of our library is rigid	23 (7.8)	143 (48.8)	109 (37.2)	14 (4.8)	2.60	0.70
	Arithmetic mean =		Overall	$\bar{X}$ and	SD	14.44	3.20
				Weighted	Mean=	2.29	

Table 2 showcases the organizational culture of private university libraries in Eastern Nigeria. The organisational culture of the studied libraries has four main dimensions namely, Clan culture, Adhocracy culture, Market culture and Hierarchical culture. Adhocracy culture is shown to

be the most predominant culture in private university libraries in Eastern Nigeria at ( $\bar{X} = 15.61$ ,  $SD = 4.60$ ).

Research question two: What is the organisational structure of private university libraries in Eastern Nigeria

**Table 3: Organisational structure in private university libraries in Eastern Nigeria**

SN	Statement	SA	A	D	SD	$\bar{X}$	SD		
1	My library is controlled and structured			67 (22.9)	196 (66.9)	26 (8.9)	0 (00.0)	3.14	0.60
2	Formal procedures generally govern what people do in my library			32 (10.9)	178 (60.8)	79 (27.0)	0 (00.0)	2.16	0.60
3	The leadership in my library is generally considered as mentoring, facilitating and nurturing others			82 (28.0)	161 (54.9)	36 (12.3)	10 (3.4)	1.76	0.73
4	The leadership in my library is generally considered as no nonsense, aggressive, result-oriented and focused			32 (10.9)	179 (61.1)	58 (19.8)	20 (6.8)	2.22	0.73
5	The leadership of my library allows for creativity and innovation			83 (28.3)	174 (59.4)	26 (8.9)	6 (2.0)	1.84	0.70
Overall								11.12	3.30
$\bar{X}$ and SD									

The table above shows organisational structure of university library. The results shows that the organisational structure of private universities in Eastern Nigeria is controlled and structured with ( $\bar{X} = 3.14$ ;  $SD = 0.60$ )

Research question three: What is the bond that hold in private university libraries in Eastern Nigeria?

**Table 4: Organisational bond in private university libraries in Eastern Nigeria**

SN	Statement	SA	A	D	SD	$\bar{X}$	SD
1	Staff members together is loyalty and mutual trust. Commitment to work is high	46 (15.7)	194 (66.2)	49 (16.7)	0 (00.0)	2.98	0.60
2	Staff members together is creativity and innovation	37 (12.6)	220 (75.1)	32 (10.9)	0 (00.0)	3.01	0.50
3	Staff members together is formal rules	49 (16.7)	188 (64.2)	52 (17.7)	0 (00.0)	2.98	0.60
4	Staff members together is the emphasis on achievement and goal accomplishment	55 (18.8)	215 (73.4)	19 (6.5)	0 (00.0)	3.12	0.50
Overall $\bar{X}$ and SD						12.09	2.20

The table 4 above shows the bond that holds among librarians in private universities in Eastern Nigeria is emphasis on achievement and goal accomplishment with mean of ( $\bar{X}$  =3.12; SD=0.50)

Research question four: What is the predominant leadership style in private university libraries in Eastern Nigeria?

**Table 5: Predominant leadership style in private university libraries in Eastern Nigeria**

S/N	Variable	SA	A	N	D	SD	$\bar{X}$	SD
1.	I often think of quitting my present job	108 (36.9)	83 (28.3)	73 (24.9)	15* (15.1)	10 (3.4)	2.91	0.00
2	In the coming year, I will most likely hunt for a new employment.	108 (36.9)	107 (36.5)	50 (17.1)	24* (8.2)	0 (00.0)	3.16	0.02
3.	Newspaper employment advertisements have piqued my curiosity.	116 (7.8)	91 (31.1)	56 (19.1)	23 (39.6)	3 (1.0)	3.05	0.03
4	I am going to leave this library as soon as I can.	107 (36.5)	69 (23.5)	92 (31.4)	18* (6.1)	3 (1.0)	2.97	0.94
5.	At the earliest opportunity, I will leave my current employment for a similar post with better compensation in another library.	59 (20.1)	116 (39.6)	56 (19.1)	52 (17.7)	6 (2.0)	3.58	0.06
6.	Continuing in my current position will not allow me to achieve my life's goals.	6 (2.0)	112 (38.2)	88 (30.0)	73 (24.9)	10 (3.4)	3.10	0.92
7.	This work most times compromises my personal values	18 (6.1)	50 (17.1)	95 (32.4)	110 (37.5)	16 (5.5)	2.80	0.99
8.	I will disengage from this job immediately I am able to get a better one.	69 (23.5)	108 (36.9)	63 (21.5)	43 (14.7)	6 (2.0)	3.66	0.06
9.	When I am not given the opportunity to attain a personal job-related goal, I am usually upset at work.	33 (11.3)	105 (35.8)	51 (17.4)	94 (32.1)	6 (2.0)	3.22	0.08
10.	Apprehension about the unknown frequently inhibits me from leaving this job.	42 (14.3)	68 (23.2)	89 (30.4)	70 (23.9)	20 (6.8)	3.14	0.14
11.	I often consider leaving this job and starting my own business	31 (10.6)	41 (14.0)	89 (30.4)	109 (37.2)	19 (6.5)	2.84	0.09
12.	It is extremely improbable that I will ever leave this library.	18 (6.1)	25 (8.5)	83 (28.3)	93 (31.7)	70 (23.9)	2.40	0.12
13.	I would much rather not continue working in this library.	40 (13.7)	101 (34.5)	67 (22.9)	75 (25.6)	6 (2.0)	2.73	0.03
14.	I frequently check the internet for alternate job options.	67 (22.9)	91 (31.1)	54 $\beta$ (18.4)	49 (16.7)	28 (9.6)	3.32	0.23
15.	I frequently consider changing jobs in order to effectively meet my personal needs.	68 (23.2)	92 (31.4)	80 (27.3)	40 (13.7)	9 (3.1)	3.58	0.08
Arithmetic mean =		Overall		$\bar{X}$ and	SD		46.46	5.87
				Weighted	Mean=	3.19		

Table 6b showing the test of norm on turnover intention of librarians in private universities in Eastern Nigeria

Grand mean = 46.46, Maximum score = 60, Interval =  $\frac{60}{3} = 20$ , Classification = High, Medium, Low



Test of Norm Table

Interval	mean	Level	Frequency	%
1 to 20		Low	42	14.5
21 to 40		Medium	94	32.5
41 to 60	46.46	High	153	53

Table 6a presents the level of turnover intention of the librarians in private universities in Eastern Nigeria. In testing for level of turnover intention of the librarians, a test of norm was used. Table 6b showcases the test of norm score for turnover intention as contained in table 6a. In accordance with the test norm of turnover intention of the respondents, a score of 1-20 implies low turnover intention, 21 – 40 implies medium turnover intention and 41 – 60 implies high turnover intention. The aggregate mean score of the turnover intention of the respondents

is ( $\bar{X} = 46.46$ ,  $SD = 5.87$ ). Since this lies in the range interval of 41-60, it is safe to posit that the turnover intention of the respondents is high.

#### Test of hypothesis

There is no significant relationship between organisational culture and the turnover intention of librarians in private university libraries in Eastern Nigeria.

**Table 7: Correlation between organisational culture and turnover intention of librarians**

Variable	Mean	Std. Dev.	N	r	Sig.P	Remark
Organisational culture	2.9324	.67537	289	-0.830	.000	Sig.
Turnover Intention	3.1073	1.10817	289			

In Table 7: Product Pearson Moment Correlation was used to determine the relationship between organisation culture and turnover intention and table 7 shows that the relationship is negatively significant. ( $r = -0.830$ ,  $N = 289$ ,  $P < 0.05$ ).

#### Discussion of findings:

The research findings reveal that adhocracy culture predominates in private universities in Eastern Nigeria, characterized by flexibility, entrepreneurship, and innovation (Orakpor & Modili, 2024; Okeke-John et al., 2013). This cultural orientation aligns with the qualities of risk-taking and agility that drive organizational value, supporting previous studies by Kaur and Zafar (2015) and Barhi et al. (2021). The presence of such innovative cultures fosters commitment among library staff, which Okore et al. (2013) identify as crucial for institutional development through structured systems of accountability and growth (Orakpor et al., 2014).

Organizational factors significantly influence librarians' turnover intentions, corroborating findings by Bwowe (2020) and Bello and Bello (2020). The high turnover intention observed among librarians in Eastern Nigeria's private universities confirms earlier research by Idiegbeyan-Ose (2018) and Mahlasela and Chinyamurindi (2020), particularly regarding

psychological withdrawal preceding actual turnover (Uche Enweani & Muokebe, 2019).

The study demonstrates that organizational culture exerts a significant negative relationship with turnover intention (Orakpor & Igwilo, 2024). People-centered cultures positively influence retention, as shown by Long et al. (2017), Omeluzor (2018), and Bosomwe and Obeng (2018). Innovative cultures promoting creativity and risk-taking enhance employee retention through emotional and psychological attachment (Orakpor & Anyaoku, 2012; Usiedi et al., 2022), which ultimately reduces physical turnover (Orakpor, 2020).

#### Conclusion

Private Nigerian universities face significant staff turnover challenges (Okoye & Ibeh, 2013). Since turnover intention predicts actual turnover (Orakpor & Ezekwibe, 2025), addressing cultural factors becomes imperative. People-oriented organizational cultures can mitigate this trend (Orakpor, 2012; Utor et al., 2008). When library management fosters teamwork through appropriate



cultural frameworks (Orakpor et al., 2010), turnover intention decreases, reducing replacement costs and maintaining institutional stability (Orakpor, 2007; Orakpor, Adaora.M, 2006).

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