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## **CORRELATES OF EMOTIONAL INTELLIGENCE AND LIBRARY PERSONNEL TURNOVER INTENTION IN PRIVATE UNIVERSITIES IN SOUTH-WEST, NIGERIA**

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### **ABSTRACT**

*The widespread exist of personnel from privately-owned higher institution of learning has been observed. A number of factors ranging from poor working condition, stringent conditions and lack of clear-cut leadership styles among others have alluded as the cause of the personnel turnover without recourse to emotional intelligence. This study investigated the correlate of emotional intelligence on turnover intention of library personnel in private universities in South-west, Nigeria. The study adopted descriptive survey research design. The population was made up of 219 Library personnel in 31 private universities in South-west, Nigeria. The instrument used was an adapted questionnaire tagged: Library Personnel Turnover Intention Questionnaire (LPTIQ). Data was analysed using descriptive statistics of frequency counts, percentages for the socio-demographic characteristics of the respondents, linear and multiple regression analyses for the hypothesis at 0.05 level of significance. Findings revealed that there was a high level of turnover intention among library personnel ( $\bar{x} = 2.89$ ). There was influence of emotional intelligence (personal and social competence) on library personnel turnover intention ( $\bar{x} = 2.77$ ). Emotional intelligence is identified as a significant factor promoting library personnel turnover intention of library personnel. Therefore, the need f to provide good human resources management targeted at retaining library staff was suggested. Provision of job motivation as a means of reducing library personnel turnover intention was also recommended.*

**Keywords:** Emotional intelligence, Turnover intention, Library personnel, Personal competence, Social competence

### **Introduction**

Turnover intention is the thinking process an individual takes in considering leaving an organisation, whereas personnel turnover refers to the actual process of quitting one's job. The turnover intention of library personnel is an essential human resource aspect of management that determines library management's effectiveness or inadequacy. Turnover intention can be voluntary or involuntary leaving the organisation or termination of one's employment. Alzubi (2018) referred to personnel turnover intention as the termination of an official and psychological contract between an employee and an organisation. Involuntary turnover intention is initiated by the organisation to terminate the relationship with an employee, whereas voluntary turnover intention is



primarily initiated by the employees themselves. According to Ngamkroeckjoti (2016) turnover intention of library personnel can be described as the likelihood that library personnel will leave his current job. Every library regardless of its location and size, has always shown a key concern about library personnel turnover intention. Turnover intention could also be defined as the manifestation of the subjective probability that an individual will change his or her job within a certain period of time (Mashile, Munyeka & Ndlovu, 2019). In extant literature, turnover intention is commonly used as a measure of anticipated workplace turnover. Intent to leave, intent to quit, intention to leave, and turnover intention are also used to describe the concept. Although, turnover intention does not necessarily equate with actual employee turnover, meanwhile, turnover intention is a strong predictor of turnover behaviour. The relationship between personnel turnover intention and actual turnover has been confirmed by previous studies, such as those of Metwally, Ata and Ahmed (2018), Rahman and Nas (2015), Lopes et al (2016).

Failure to manage employee turnover intention could lead to actual turnover. Therefore, it may be difficult for an organisation suffering from high turnover rate to actualize its mandate. Turnover could also result into organisational instability, increased recruitment cost, intellectual property loss as well as poor public image. Many studies have been carried out in the area of personnel turnover intention; however, the issue has not been clarified because it evolves around productivity, which makes it a huge concern to organisations. Therefore, libraries like other organisations need to face the effect of a large degree of personnel turnover in order to deliver quality service to clients. High turnover may cause high replacement cost and loss of profitability directly or indirectly to organisation. Thus, successful organisations tend to have strategies that prioritised the best interest of their employees. Such strategies include provision of higher pay scale, profit share and facilitation of a conducive work environment.

For some organisations, employee turnover could mean wastage of investment in the selection and training of personnel. A number of factors could promote turnover intention among library personnel. Factors identified by earliest scholars include emotional intelligence, leadership styles, training among others. For the purpose of this study, attention will be paid to emotional intelligence vis-à-vis library personnel turnover intention in Nigerian private universities. Emotional intelligence is the ability to perceive instinct, integrate intuition to facilitate thoughts, understand sentiments and to regulate emotions for personal growth (Tagoe, 2016). Irshad (2015) defined emotional intelligence as the capacity of an individual to recognise his/her feelings and that of others, for better management of emotions at work place and in relationships. It aims at reducing employee's thought towards untold action. In the context of this study, emotional intelligence of library personnel is explained in terms of personal competence and social competence.

Library personnel, who are emotionally intelligent and socially able, can bring together a team of librarians with differing personalities and backgrounds to achieve organisational goals. Furthermore, it is believed that library personnel, who have high level of emotional intelligence, will have higher levels of job satisfaction and organisational commitment that will make both the employees and organisations more successful due to their stable and sound well-being which could inhibit the thought of turnover intention. Emotional intelligence helps library personnel to understand and manage emotions, therefore, helping workers to take control of their work. Personal competence, as defined by Lee and Chelladurai (2017), is the ability of a person to sense and regulate his or her internal mental moods and processes. Individuals with personal competence do not allow emotions to deter their rational mind toward action execution. Personal competence could be further explained as self-awareness and self-management. Self-awareness is the ability to detect, trace, and label emotions as they occur while self-management is the ability of a



person to use emotional literacy to regulate the rational and emotional operations of the mind in a balanced way.

In a study carried out by Martinez (2017), it was noted that self-competent personnel manage their impulsive feelings and disturbing emotions effectively and stay composed and positive. Social competence includes two distinct of social awareness and relationship management. Social awareness is the ability to read the inner minds of others, often called empathy. It involves entering into emotional dialogue with others and getting the true feel of their thought processes. Empathy forges emotional connections and underlies many interpersonal aptitudes such as teamwork, persuasion, and leadership. Relationship management is the capacity of a person to influence and effect positive changes in others by using his or her interpersonal skills. Among interpersonal skills, the attributes that are of prime importance are leadership, communication, and assertiveness. In an emotionally intelligent person, the afore-mentioned four competences of self-awareness, self-management, social-awareness, and relationship management could interact and function optimally. Therefore, the high rate of turnover being witnessed in some private university in the South-west is assumed to have been caused by emotional intelligence. There is therefore the need to ascertain the influence of these factors on turnover intention of library personnel in Nigerian private universities, therefore necessitated this study.

### **Objectives of the Study**

Specifically, this study sought to:

- i. ascertain the level of turnover intention of library personnel in private universities in South-west, Nigeria; and
- ii. determine the influence of emotional intelligence (personal competence and social competence) on turnover intention of library personnel in private universities in South-west, Nigeria.

### **Hypothesis**

- i. Emotional intelligence (personal competence and social competence) has no significant influence on library personnel turnover intention in private universities in South-west, Nigeria.

### **Review of Related Literature**

One of the biggest challenges confronting academic libraries is the turnover intention among its personnel, and this is considered a critical issue, especially in the field of human resources management (Hassan, 2017). Phillips and Connell (2016) defined turnover as leaving an organisation for whatever particular reason. Turnover represents a major organisational phenomenon as it has a significant economic impact on the organisation both directly and indirectly. Therefore, translating library personnel turnover into actual numbers is essential because management needs to understand and appreciate its true costs. Wafula (2017) added that employee turnover becomes a major concern for many academic libraries nowadays and high employee turnover have a devastating effect on the libraries, especially if the exited employees are high performers. Turnover is classified as voluntary and involuntary turnover. Perez (2018) stated that since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers would be inaccurate. When an employee leaves his/her work and the organisation willingly, the turnover is termed as voluntary turnover. Stahl (2016) described that voluntary turnover create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital.

Taylor (2018) further divided voluntary turnovers into functional and dysfunctional turnovers.



Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is further classified into avoidable turnover (caused by lower compensation, poor working condition) and unavoidable turnovers (like family moves, serious illness, death) over which the organisation has little or no influence. Involuntary turnover refers to the decision of management to force the employee to leave the organisation. This could be because of poor service delivered by the employee or the decision of the management to layoff and/or retrench some staff due to financial and other challenges the organisation is facing. Emotional Intelligence (EI) is a significant construct towards effective and successful performance in organisations including academic library. Goleman (1998) as cited in Khan And Masrek (2015) defined emotional intelligence as the understanding of one's own feelings and those of others, and to involve them in decision-making process. Salkojani (2016) elaborated emotional intelligence as non-cognitive competences, making an individual stronger against all external and internal elements of pressure. Martinez (2017) referred to emotional intelligence as a set of non-cognitive skills, abilities, and capacities that make the individual resistant to external demands and undue pressures. Moreover, the most important factor in achieving goals of any organisation is manpower; and doubtlessly the success and progress of any organisation depends on its human resources.

University libraries are service delivery institutions, where most of the human resources are expected to be hardworking, committed and painstaking at providing educational resources that readily meet the information needs of users within and outside the university community (Mousavi, 2018). Hence, the feelings and personal needs of librarians and other personnel working in the libraries need to be adequately taken care of by their employers so that they can render selfless service to their clients. It could be reiterated that librarians are human beings that have moods, feelings and personal needs that should be adequately catered for by their employers if they are to be maximally productive in their chosen profession (Swanson & Zobisch, 2014). Emotional intelligence is an array of non-cognitive capabilities, competences and skills that influence one's ability to succeed in coping with environmental demands and pressures. Joy (2016) noted that competences such as self-awareness, self-confidence, self-control, commitment and integrity, ability to communicate and influence, and ability to initiate and accept change are at a premium in today's organisations.

Empirically, Yaya (2016) asserted that emotional intelligence is a learned capability based on competences that result in outstanding performance at work. In fact, emotional intelligence implies the recognition of one's own feelings and that of others as well as using it to make the best possible decisions in one's life (Akhar, Shabir, Safdar & Akhtar 2017). In the university library, librarians make several decisions on the collections to be acquired into the library, accurate classification schemes to be used in organising the library resources for easy accessibility and retrieval, library budgets and other decisions that enhance smooth running of the university library system. Also, it can be established from the studies conducted by Akindele-Oscar and Obasan (2017) that there is a significant positive relationship between emotional intelligence of librarians as well as the turnover intention of librarians. This implied that emotional intelligence affects job satisfaction, which consequently could lead to turnover intention of employees in organisation. This implies that there is direct relationship between emotional intelligence and turnover intention of librarians in the university library.

In a study conducted by Yaya and Opeke (2015) on the relationship between emotional intelligence, job satisfaction and turnover intention of librarians in public universities in South-west, Nigeria. The study involved 1,254 librarians in public university libraries from which 923 librarians were selected based on simple random sampling. The study revealed a significant relationship between emotional intelligence and job satisfaction, between emotional intelligence and turnover intention of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief,



job satisfaction and turnover intention of librarians in university libraries were high. It is recommended that university library management should continue to promote values that would boost emotional intelligence and increase job satisfaction and reduce turnover intention of its workforce.

Khan and Ullah (2016) investigated emotional intelligence and organisational commitment among university librarians in Pakistan and used survey research method involving 225 randomly selected librarians from a population of 670 university librarians in Pakistan. The results suggest that three dimensions of emotional intelligence, namely self-assessment, optimism and service orientation significantly predict organisational commitment. However, teamwork and collaboration, despite being correlated significantly with organisational commitment, was not a predictor of organisational commitment among Pakistani university librarians. The findings showed the importance and contributions of emotional intelligence towards organisational commitment. In a study conducted by Hindagolla (2015) on the influence of emotional intelligence on turnover intention among library personnel in Sri Lanka, survey research strategy was applied in the study and a total of fifty-nine (59) library assistants were selected for the study by using purposive random sampling. The result showed that there was significant relationship between emotional intelligence and turnover intention among library personnel.

### **Methodology**

Descriptive survey design was adopted for this study. The study population comprised 219 library personnel in 31 private universities in South-west, Nigeria. An adapted questionnaire was the instrument used for data collection of the study. The instrument was adapted from the work by Roodt (2008), Goleman (1998) on employees' turnover intention and emotional intelligence respectively. The instrument was subjected to reliability test among library personnel at Al-Hikman University and Crown Hill University in Ilorin, Kwara State, Nigeria. The essence of this is to ascertain its internal consistency and to ensure that the instrument measured the study's objectives. Thereafter, the instrument was administered to Library personnel (professional and para-professional). After the permission to administer was duly sought and granted by the heads of libraries on condition of anonymity, the researcher ensured that the participants responded to the instrument almost immediately to avoid loss or misplacement. The collection of data lasted for a period of two weeks in the month of March, 2021. Frequency counts, percentage, mean, standard deviation as well as correlation method was used to analyse the data gathered for the study. The descriptive statistics such as frequency counts, percentages were used to analyse the respondents' socio-demographic characteristics, and linear and multiple regression analyses for the hypothesis at 0.05 level of significance.

### **Presentation of Results**

The result is as presented in the Tables 1-4. The social demographic characteristics of the respondents is shown in Table 1.



**Table 1: Socio-demographic Characteristics of the Respondents**

| Variable               | Categories             | Frequency (n) | Percentage (%) |
|------------------------|------------------------|---------------|----------------|
| Gender                 | Male                   | 81            | 46.0           |
|                        | Female                 | 95            | 54.0           |
|                        | Total                  | 176           | 100.0          |
| Marital status         | Single                 | 23            | 13.1           |
|                        | Married                | 141           | 80.1           |
|                        | Divorced               | 6             | 3.4            |
|                        | Widowed                | 6             | 3.4            |
|                        | Total                  | 176           | 100.0          |
| Religion               | Christianity           | 139           | 79.0           |
|                        | Islam                  | 37            | 21.0           |
|                        | Total                  | 176           | 100.0          |
| Years of experience    | Below 5 years          | 43            | 24.4           |
|                        | 6-10 years             | 75            | 42.6           |
|                        | 11-15 years            | 34            | 19.3           |
|                        | 16-20 years            | 14            | 8.0            |
|                        | More than 20 years     | 10            | 5.7            |
|                        | Total                  | 176           | 100.0          |
| Academic qualification | BLIS/BA                | 59            | 33.5           |
|                        | MLIS/M.Sc. Info. Sci.  | 77            | 43.8           |
|                        | M.Phil./Ph.D.          | 21            | 11.9           |
|                        | Others                 | 19            | 10.8           |
|                        | Total                  | 176           | 100.0          |
| Job Status             | Higher library officer | 25            | 14.2           |
|                        | Library officer        | 24            | 13.6           |
|                        | Assistant Librarian    | 16            | 9.1            |
|                        | Librarian II           | 35            | 19.9           |
|                        | Librarian I            | 29            | 16.5           |
|                        | Senior Librarian       | 27            | 15.3           |



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|         |                       |            |              |
|---------|-----------------------|------------|--------------|
|         | Principal Librarian   | 20         | 11.4         |
|         | Total                 | 176        | 100.0        |
| Section | Acquisition           | 13         | 7.4          |
|         | Circulation           | 43         | 24.4         |
|         | E-Library/System Unit | 14         | 8.0          |
|         | Cataloguing           | 21         | 11.9         |
|         | Readers' Services     | 12         | 6.8          |
|         | Serials               | 8          | 4.5          |
|         | Reference             | 16         | 9.1          |
|         | Law Library           | 11         | 6.3          |
|         | Faculty Library       | 10         | 5.7          |
|         | Special Collection    | 9          | 5.1          |
|         | Others                | 19         | 10.8         |
|         | <b>Total</b>          | <b>176</b> | <b>100.0</b> |

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**Source: Field Survey, 2021**

The result on respondents' demographic information is presented in Table 1. The result revealed that, on gender, majority of the respondents were female 95 (54.0%). This result implied that there are more female participants in the study than their male counterparts. In terms of years of experience revealed that 75(42.6%) had between 6-10 years, only 14(8.0%) had between 16-20 years of experience. This suggests that the respondents in the study were quite experienced enough to be able to respond appropriately to the questions relating to turnover intention in the library system in private universities. On academic qualification of the respondents, the result showed that 77 (43.8%) which constituted the majority had master degree certificate, 59(33.5%) had first degree such as B.A., B.Ed. These findings indicate that private university libraries in South-west Nigeria were full of eminently qualified personnel to carry out library and information services expected of them.

Further result on job status shown in Table 1 revealed that majority of the respondents (72.2%) were qualified librarians This implied that although there were more qualified librarians than library officers in the population, all cadres of library personnel in private universities were adequately represented. Finally, the distribution of respondents according to section of work in the library revealed that circulation section had the highest number of respondents (43, 24.4%) while Serials section had the least number of respondents (8, 4.5%). Other sections of the library such as cataloguing, acquisition, reference among others were adequately represented. The result of library personnel level of turnover intention in private universities in South-west, Nigeria is as presented in Table 2.



**Table 2: Turnover Intention of Library Personnel**

| S/N   | Items   | VT |      | T  |      | ST |      | NT |      | Mean | Std. D |
|-------|---|----|------|----|------|----|------|----|------|------|--------|
|       |   | N  | %    | N  | %    | N  | %    | N  | %    |      |        |
| i.    | I often think about quitting my present job.  | 65 | 36.9 | 69 | 39.2 | 24 | 13.6 | 18 | 10.2 | 3.64 | 0.813  |
| ii.   | I will probably look for a new job in the new year.   | 53 | 30.1 | 77 | 43.8 | 41 | 23.3 | 5  | 2.8  | 3.59 | 0.971  |
| iii.  | I would be very happy to spend the rest of my career with this institution  | 30 | 17.0 | 59 | 33.5 | 46 | 26.1 | 41 | 23.3 | 2.22 | 1.087  |
| iv.   | I do not plan to leave the institution soon   | 48 | 27.3 | 53 | 30.1 | 47 | 26.7 | 28 | 15.9 | 2.60 | 1.020  |
| v.    | Opportunities to achieve goals at my workplace are jeopardized  | 59 | 33.5 | 64 | 36.4 | 29 | 16.5 | 24 | 13.6 | 3.08 | 0.994  |
| vi.   | My most important needs at work are compromised.  | 46 | 26.1 | 65 | 36.9 | 41 | 23.3 | 24 | 13.6 | 2.93 | 0.995  |
| vii.  | I day dream about a different job that will suit my personal needs  | 54 | 30.7 | 64 | 36.4 | 41 | 23.3 | 17 | 9.7  | 2.75 | 0.921  |
| viii. | There is a probability that I will leave my current job, if I get another suitable offer                                      | 47 | 26.7 | 53 | 30.1 | 48 | 27.3 | 28 | 15.9 | 2.53 | 1.081  |
| ix.   | I look forward to another day at work   | 41 | 23.3 | 53 | 30.1 | 64 | 36.4 | 18 | 10.2 | 2.41 | 0.940  |
| x.    | My current job affects my personal well-being   | 33 | 18.8 | 78 | 44.3 | 59 | 33.5 | 6  | 3.4  | 3.02 | 0.997  |
| xi.   | My interests in social benefit schemes (pension, provident fund and medical aid) prevents me from leaving my current employer | 23 | 13.1 | 42 | 23.9 | 75 | 42.6 | 36 | 20.5 | 2.89 | 0.849  |





|      |   |    |     |    |      |    |      |    |      |      |       |
|------|---|----|-----|----|------|----|------|----|------|------|-------|
| xii. | The inconvenience associated with relocating prevents me from leaving my current employer | 17 | 9.7 | 34 | 19.3 | 53 | 30.1 | 72 | 40.9 | 3.01 | 0.767 |
|------|---|----|-----|----|------|----|------|----|------|------|-------|

Weighted mean = 2.89

Grand Mean = 34.67, Standard deviation = 0.953

**Source: Field Survey, 2021**

Key: Very True (VT-4); True (T-3); Sometimes True (ST-2); Not True (NT-1). AM = Arithmetic Mean ( $\bar{x}$ ), SD = Standard Deviation ( $\delta$ )

Decision Rule: Level of turnover intention 1-1.49 = VL (Very Low), 1.5-2.49 = L (Low), 2.5-3.49 = H (High), while 3.5-4 = VH (Very High) the criteria mean =2.50 that is  $4+3+2+1=10 \div 4 = 2.5$ . This implies that any score less than 2.5 is considered low.

The weighted mean for each indicator was used as benchmark such that items that fall above the weighted mean were considered high while those that fall below the benchmark were considered low. The result showed that 134 constituting 76.1% with mean score of  $\bar{x} = 3.64$  think about quitting their present job. The analysis further indicated 123(69.9%) of the respondents are of the view that their workplace jeopardized their opportunities while 100(56.8%) of the respondents opined that they are awaiting fresh opportunity to quit their present job. It could be noted that nearly all the items had mean scores about the criterion mean which is an indication that there was high level of turnover intention of library personnel in private university libraries. Considering the overall level of turnover intention, using the decision rule, it can be deduced that the level of turnover intention of library personnel in South-west, Nigeria was high with a weighted mean score of 2.89. This implies that majority of the library personnel in private universities currently harbors the intention of quitting their present job at slight opportunity.

The result of Influence of emotional intelligence (personal competence and social competence) on turnover intention of library personnel in South-west, Nigeria is presented in Tables 3a and 3b.

**Table 3: Influence of personal competence on turnover intention of library personnel**

| S/N | Personal & Social competence | N   | Minimum | Maximum | Mean   | Weighted | Std. dev. | Weighted Mean | Effect |
|-----|------------------------------|-----|---------|---------|--------|----------|-----------|---------------|--------|
| 1   | Self-awareness               | 176 | 4.00    | 16.00   | 9.494  | 2.373    | 0.929     | 2.89          | High   |
| 2   | Self-management              | 176 | 4.00    | 16.00   | 12.789 | 3.197    | 0.871     | 2.33          | Low    |
| 3   | Self-motivation              | 176 | 4.00    | 32.00   | 21.841 | 2.730    | 0.908     | 2.43          | Low    |
| 4   | Social                       | 176 | 4.00    | 16.00   | 10.313 | 2.578    | 1.014     | 2.61          | High   |

|   |                         |     |      |       |        |       |      |     |
|---|-------------------------|-----|------|-------|--------|-------|------|-----|
|   | awareness               |     |      |       |        |       |      |     |
| 5 | Relationship management | 176 | 4.00 | 16.00 | 12.302 | 2.46  | 2.48 | Low |
|   |                         |     |      |       |        | 0.862 |      |     |

**Source: Field Survey, 2021**

The analysis of the responses of the influence of personal competence on turnover intention of library personnel in private universities in South-west, Nigeria is presented in Table 3. The result revealed that personal competence had direct influence on turnover intention with self-awareness with a weighted mean score of 2.37 while that of turnover intention is 2.89. Also, self-management had a mean score of 3.483 corresponding to 2.33 of turnover intention. This results in low level of turnover intention. Additionally, the weighted mean score for self-motivation was 2.73, which falls above the criterion mean and the corresponding mean for turnover intention was 2.43. The implication of this result is that the higher the level of personal competence, the lower is the level of turnover intention of library personnel in private universities in South-west, Nigeria. Also, it could be observed that social competence has influence on turnover intention of library personnel in private Universities in South-west, Nigeria (social awareness mean=2.58, turnover intention: mean = 2.61; relationship management; mean = 2.46, turnover intention mean = 2.48). This implies that as social competence of library personnel improves, there is the tendency that there will be high level of turnover intention and vice versa.

**Table 4: Influence of Emotional Intelligence on Turnover Intention of Library Personnel**

| Variables              | Beta ( $\beta$ ) | T      | Sig.  | R     | R <sup>2</sup> | Adj. R <sup>2</sup> | F      | P     |
|------------------------|------------------|--------|-------|-------|----------------|---------------------|--------|-------|
| (Constant)             |                  | 20.181 | .000  | 0.488 | 0.238          | 0.233               | 54.258 | 0.000 |
| Emotional intelligence | -.488            | 7.366  | .000* |       |                |                     |        |       |

Dependent Variable: Turnover intention

Predictor: Emotional intelligence

DF (F-Statistic) = 1, 174

DF (T-Statistic) = 175

**Source: Field Survey, 2021**

The result of hypothesis one is summarised in Table 4. The independent variable (emotional intelligence) was regressed against the dependent variable (turnover intention of library personnel) using simple linear regression analysis. Table 4. revealed that emotional intelligence ( $\beta=-0.488$ ,  $p < 0.05$ ) has positive and significant relationship with turnover intention of library personnel in private universities in South-west, Nigeria (F (1, 174) = 54.258). The null hypothesis ( $H_{01}$ ) is therefore rejected. This implies that emotional intelligence had negative influence on turnover intention of library personnel in private universities in South-west, Nigeria. In other words, for private universities to have low level of turnover intention among library personnel there must be high level of emotional intelligence among library personnel in private universities in South-west, Nigeria.



### **Discussion of the Findings**

Findings on emotional intelligence revealed that Emotional intelligence had negative influence on turnover intention of library personnel in private universities. In other words, for private universities to have low level of turnover intention among library personnel there must be high level of emotional intelligence among library personnel in private universities. This agrees with Hindagolla (2015), Khan and Ullah (2016) and Yaya and Opeke (2015) that there was significant relationship between emotional intelligence and turnover intention among library personnel. On the relationship between emotional intelligence, job satisfaction and turnover intention of librarians in public universities in South-west, Nigeria. The study revealed a significant relationship between emotional intelligence and job satisfaction, between emotional intelligence and turnover intention of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief, job satisfaction and turnover intention of librarians in university libraries were high. In addition, the finding that emotional intelligence had negative influence on turnover intention of library personnel in private universities supports Akindele-Oscar and Obasan (2017) that there is a significant positive relationship between emotional intelligence of librarians as well as the turnover intention of librarians. It is clear from their findings that emotional intelligence affects job satisfaction, which consequently could lead to turnover intention of employees in organisation.

Furthermore, the finding that emotional intelligence had negative influence on turnover intention of library personnel in private universities corroborates Hayward (2015), Yaya et al. (2016) and MeKeown (2017) that there is significant influence of emotional intelligence on turnover intention of librarians. The authors recommended that the university authorities should mete out equal treatment to every academic staff and none should be marginalized nor be given higher priority over the others. In other words, no academic staff should be treated as a core staff or regarded as a very important personality (VIP) over the others as this would increase their level of emotional intelligence and reduce turnover intention.

On the other hand, the finding that emotional intelligence had negative influence on turnover intention of library personnel in private universities does not support the earlier findings by Modassir and Singh (2018) who investigated the relationship between EI and turnover intention of managers and organisational commitment behaviour (OCB) of followers in different industries in Goa and Daman. The study made use of 217 employees who were selected using purposive random technique. The finding of the study revealed that there is no significant relationship between emotional intelligence and turnover intention. Ghorbani and Sani (2015) also examined the influence of emotional intelligence on turnover intention of library personnel in Salehieen, Iran. The finding revealed that there was a positive and significant relationship between emotional intelligence and turnover intention of employees.

### **Conclusion**

The study demonstrated that emotional intelligence (personal and social competence) is a critical factor influencing turnover intention among library personnel in private universities. Specific factors of emotional intelligence (personal and social competence) subdivided into self-awareness, self-management, self-motivation social awareness and relationship management were found to play critical influence on private university library personnel turnover intention which could lead to actual turnover if left un-attended to.

### **Recommendations**

1. Arising from the findings of the study, the following recommendations were made: There is the need to provide good human resources management targeted at retaining library staff.
2. There is need to promote job motivation programmes as a means of reducing library personnel turnover intention.



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