



Relationship between rewards system and employee intention to leave: Preliminary survey of librarians in federal university libraries in Nigeria

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ABSTRACT

The study investigates the relationship between rewards system and employee intention to leave among librarians in federal university libraries in Nigeria. The study adopted a descriptive research design. The purposive sampling technique was used to select a population of one hundred librarians in federal university libraries in Nigeria from the WhatsApp group platform of the Academic and Research Library Section (ARLS) of the Nigerian Library Association. The data were collected using a structured questionnaire created with Google Forms. Based on the analysis of the data, the survey result reveals a moderate relationship between rewards system and intentions to leave among the respondents. The implication of the findings is that there is a need to improve the rewards system for federal university employees to raise their job satisfaction and decrease their intentions to leave. These findings provide new data and create awareness useful for enhanced management of libraries and librarians in Nigeria.

Introduction

Organisations go to great lengths to recruit and train the right manpower bearing in mind the importance of employees in the overall success of any organisation. Beyond recruitment and training, however, the overriding interest of organisations is to retain competent and productive employees in the face of competition and high employee turnover (Nwokocha & Iheriohamma, 2015). One of the ways that organisations have adopted in addressing the problem of employee turnover is to put in place a rewards system that will motivate employees to perform their jobs creditably, show organisational loyalty and commitment and remain with the organisation (Mendis, 2017). In the organisational literature, a reward simply put, is something that an organisation offers to its employees as a result of their job performance and contribution to the growth and success of the enterprise. Employees welcome rewards as they tend to show them that their employers recognise and appreciate their efforts and contributions (Armstrong, 2012). This makes rewards one of the organisational factors important to employers and employees alike. As should be expected, an organisation sets out to adopt and implement a rewards system that it considers fair to both itself and the employees given the myriad of other responsibilities that they have to take care of. However, oftentimes there

are conflicts between organisational expectations and employee expectations. While the organisation believes that the productivity and conduct of the employees must justify the rewards, the employees expect that the rewards system should be worthwhile to justify the demand for higher productivity and output. Where there is no agreement, organisational challenges such as lack of employee job satisfaction, motivation, commitment and poor job performance arise. In the extreme case, it could result in turnover intention or intention to leave.

Intention to leave is an employee's deliberate and conscious intention to leave his/her organisation soon. Cho et al. (2009) observe that the impact can be substantial when employees leave an organisation, either voluntarily or involuntarily. Some negative consequences of employee turnover include rising employee recruitment and training costs, low employee morale, job satisfaction, and customer perceptions of service quality (Gray et al., 2000). It is pertinent therefore that both organisations and employees come to a compromise on the rewards system for their mutual benefit to avoid conflicts.

In libraries as in other organisations, recruitment and retention of talented and skilled librarians are critical for maintaining long-term success. This is especially true in the competitive 20th-century work environment characterised by high job/career mobility. With adaptable and flexible skill sets, qualified and experienced librarians today have

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more opportunities to switch jobs, unlike in the past. Therefore, one of the rationales for a good rewards system by library organisations is to keep library staff members motivated to boost output, deliver high-quality library services, and maintain a competitive edge in the face of rapid changes in the information environment (Khan et al., 2011). Given that an organisation's work climate speaks volumes of its workplace practices, one can logically argue that an inclusive and socially supportive organisational climate should work to improve employees' rewards and help mitigate the negative consequences of employee dissatisfaction on the organisation.

The motivation for this study came from the researchers' observation of dissatisfaction among employees of federal universities in Nigeria. To give a background, in Nigeria, there are three university systems in existence: federal (owned and funded by the federal government), state (owned and funded by state governments) and private (owned and funded by private individuals and organisations). Librarians in these three university systems are academic staff and enjoy comparatively similar rewards to their colleagues in the teaching faculties. In Nigeria also, workers in federal universities are generally considered more fortunate than their colleagues in state and private institutions in terms of rewards, conditions of service and job security. However, this is rather debatable today given the frequent cases of industrial actions that have bedevilled the federal university system. To cite an example, at the time of conducting this study, all federal universities across the country were shut down and all academic activities were ground to a halt. The Academic Staff Union of Universities (ASUU) which is the labour union of academics in Nigerian universities were demanding better remunerations/conditions of service for academic staff and improved funding of the federal university system among other legitimate demands. On their part, the federal government, in keeping with their no work, no pay policy has stopped payment of salaries to workers in the federal university system since March 2022 when the strike action commenced. This has resulted in untold hardship for university workers who in the main are dependent on salaries for their upkeep. To wade through the difficult times, university workers including librarians have engaged in all manner of economic activities to sustain themselves and their families. This sorry state of affairs has prompted many librarians to wonder whether employment in the federal university system is worth it after all.

Furthermore, several studies carried out in both developed and developing countries revealed a high turnover intention among librarians and information professionals. Heady et al. (2020) investigated academic librarians that left their library for another within five years. In developing countries, several studies have also revealed a high turnover intention among librarians and information professionals. This is corroborated by the study by Masenya et al. (2020) which revealed a high turnover intention among librarians who have been with the library organisation for a considerable length of time. In the same vein, Nyamubarwa (2013) revealed turnover intentions among librarians in Zimbabwe. In Nigeria, Aiyebilehin et al. (2020) found a high turnover intention among librarians in universities in South-West, Nigeria. Also, Idiegbeyan-Ose et al. (2018) found a high level of turnover intention among librarians in private university libraries in South-West, Nigeria. Similarly, Hamzat et al. (2020) found that 66 % of library and information professionals in Nigeria plan to leave their jobs. This should be juxtaposed against the background that many educated and highly skilled Nigerians desire to emigrate for better job opportunities (International Organization for Migration, 2022). However, despite seeming feelings of dissatisfaction with the current situation, the fact remains that there is a high unemployment rate in Nigeria. Based on the aforementioned and given the prevailing circumstances, it will be interesting to find out if there is any relationship between rewards system and intention to leave among librarians in federal university libraries in Nigeria as reported by Hamzat et al. (2020). It is hoped that the findings of this study will provide more insight, highlight the importance of job satisfaction and rewards system among workers and assist the

authorities in the steps to take to discourage employee turnover.

Objectives of the study

The general objective of the study is to examine the relationship between rewards system and intention to leave among librarians in federal university libraries in Nigeria. Specifically, the study will examine the following

1. Determine the relationship between salaries and intention to leave among librarians in federal university libraries in Nigeria.
2. Find out the relationship between recognition and intention to leave among librarians in federal university libraries in Nigeria
3. Examine the relationship between promotion and intention to leave among librarians in federal university libraries in Nigeria
4. Determine the relationship between working conditions and intention to leave among librarians in federal university libraries in Nigeria
5. Ascertain the relationship between supervisor support and intention to leave among librarians in federal university libraries in Nigeria
6. Find out the extent that the rewards system predicts intention to leave among librarians in federal university libraries in Nigeria.

Hypotheses

The following hypotheses have been formulated for this study.

- H1.** There is a statistically positive significant relationship between salary and intention to leave among librarians in federal universities in Nigeria.
- H2.** There is a statistically positive significant relationship between recognition and intention to leave among librarians in federal university libraries in Nigeria.
- H3.** There is a statistically positive significant relationship between promotion and intention to leave among librarians in federal university libraries in Nigeria.
- H4.** There is a statistically positive significant relationship between working conditions and intention to leave among librarians in federal university libraries in Nigeria.
- H5.** There is a statistically significant positive relationship between supervisor support and turnover intention to leave among librarians in federal university libraries in Nigeria.
- H6.** Rewards system will predict intention to leave among librarians in federal university libraries in Nigeria.

Conceptual framework

This study is hinged on the conceptual model that suggests that reward dimensions: salary, recognition, promotion, supervisor support and working conditions are independent variables that have negative relationships with librarians' intention to leave. Intention to leave is the dependent variable. The framework for this study suggests that if an institution has a balanced approach to salaries, recognition, promotion, supervisor support and working conditions, librarians' satisfaction level will be high thereby averting librarians' intention to leave. However, if the reverse happens, the intention to leave among the librarians will be high (Fig. 1).

Literature review

Libraries like any other organisation need competent staff that will offer necessary services to advance the organisation's mission. In recognition of the role of the staff in the success of any library, Adeniji et al. (2012) assert that without knowledgeable staff, library structures

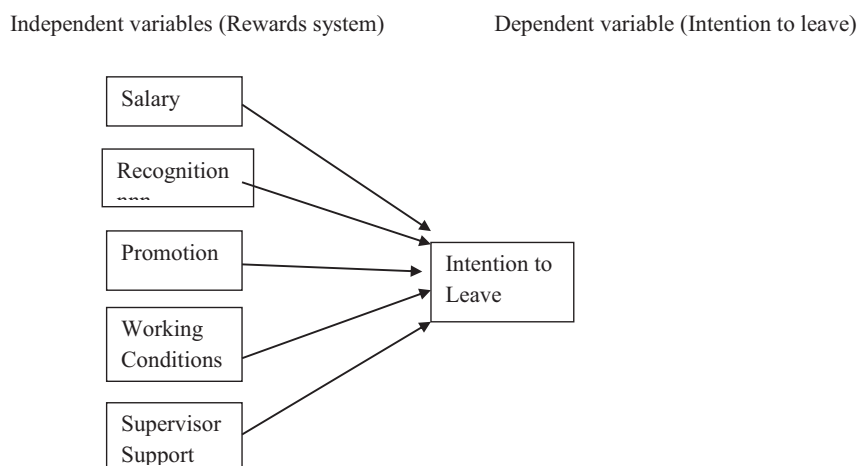


Fig. 1. Conceptual framework.
(Adapted from Mendis, 2017)

and big collections are just glorified warehouses. It is incontrovertible therefore that to fulfil their responsibilities and meaningfully contribute to the achievement of the institution's goals, academic library staff must acquire the necessary skills and expertise. Beyond skills and competence, however, it is also important that they are motivated to perform their jobs and meet the needs of library users because competence can only be proved in the course of job performance. Literature supports the view that employees that are satisfied, motivated, and dedicated form the backbone of any organisation. Their satisfaction levels motivate them to achieve higher levels of productivity, better service delivery, and innovations. Ali and Anwar (2021) define job satisfaction as an attitude related to an individual's degree of liking or dislike of their current job. It is a consequence of various elements such as promotion, relationships among employees, pay and equal opportunities. Pushpakumari (2008) observes that happy librarians are more optimistic about their jobs. They frequently work on time, are more committed to assigned goals, complete tasks quickly, are obedient to laws and regulations, and exert more effort to keep their current jobs. Moreover, job satisfaction reduces the incidents of absenteeism, turnover rates and intentions to quit (Horenstein, 1993).

Also, Ekere and Ugwu (2011), observe that job satisfaction is frequently influenced by how well results match or surpass expectations. For instance, if employees feel they are putting in more effort than others but are being rewarded less, they would likely have a bad attitude towards their jobs, their supervisors, and/or their co-workers. On the other hand, people are more likely to have good attitudes towards the job if they feel they are being treated well and are being paid fairly. Job satisfaction variables, such as employee recognition, career advancement opportunity, a conducive working environment, job security, promotion opportunities, and reasonable salaries and wages, among others are important for librarians' satisfaction (Yaya, 2019). The indicators are related to the rewards system in organisations.

A reward is a way by which employees get to know how much they are gaining for dedicating their time, effort and skill to a job (Eatough, 2021). Malhotra et al. (2007) posit that organisational reward refers to all the benefits - financial and otherwise - that a person receives as a result of their job relationship with an organisation. Furthermore, Mendis (2017) defines a rewards system as a methodical program or scheme that offers incentives to people or groups who perform well. In the views of Noor and Gichinga (2016), rewards are one of the strategies used by human resource managers to recruit and retain qualified staff members as well as to encourage them to demonstrate signs of improvement and compliance with employment laws and regulations. A reward system should satisfy the goals associated with the strategy of an organisation, and at the same time be attractive, cost-effective and fair

(Yusuf & Fehintola, 2021).

Furthermore, Malhotra et al. (2007) classify rewards into three primary categories: extrinsic, intrinsic, and social rewards. Extrinsic rewards are the tangible benefits that an organisation offers its employees, such as pay (wages and salaries), fringe perks, opportunities for advancement, recognition, status symbols, and acclaim. The rewards directly associated with carrying out the job are referred to as intrinsic rewards. They are self-awarded and internally felt rewards. Armstrong (2007) suggests that intrinsic reward relates to a person's internal motivation. This kind of motivation typically results from the gratification an employee feels after finishing a task or, in some situations, even while doing it. Intrinsic reward is focused on the satisfaction of being acknowledged and commended for a job well done, and involvement in whatever task is completed (Wasiu & Adebajo, 2014). Responsibility, flexibility to act, scope to use and develop skills/abilities, exciting jobs, and opportunity for promotion are a few elements that can affect intrinsic reward. Since they originate from the individual and not the external environment, these motivators are intended to have a long-term impact.

Similarly, Sajuyigbe et al. (2013) also divide rewards into two categories: monetary (extrinsic) and non-monetary (intrinsic), both of which are used favourably to improve performance. Salary, performance bonuses, promotions, commissions, tips, and gifts are just a few examples of financial rewards. Non-monetary/non-financial benefits include social approval, compliments, supervisor assistance, and sincere gratitude. Extrinsic incentives, according to Muchiri (2016), are frequently used to show that a company is serious about appreciating team contributions to quality. Employees are likely to leave their workplace if they don't believe that the total compensation structure is internally equitable and competitive when compared to other sectors (Nasurdin et al., 2018).

The term rewards system, in this study, refers to the various kinds of incentives and support that librarians get from their employers. Intention to leave could refer to an employee's plan or tendency to leave the current working institute to find an alternative job in the near future (Ayalew & Workneh, 2020). According to Mayfield and Mayfield (2018), a person's intent to leave is a reliable indicator of their general level of job satisfaction. Employee commitment to the company is reflected in their intention to stay, which can be viewed as a sign of workforce stability. Organisations are better able to put measures in place to increase workforce loyalty and lower employee turnover by understanding what drives employees' willingness to stay. Employees who want to leave a company rarely give their best efforts; they naturally devote little of their attention to work, and they typically engage in counterproductive behaviour (Xiong & Wen, 2020).

High staff turnover in a library can cause disruptions in the cataloguing process, reduction in library services, loss of the library's intellectual capital, and disruptions to regular library operations (Fourie & Meyer, 2016). Similarly, librarians who intend to leave the profession exhibit counterproductive behaviours that are harmful to the performance of the library, such as regular tardiness, chronic absenteeism, knowledge hoarding, low morale, and poor work efficiency (Masenya, 2019). In addition, job satisfaction, job mentoring, intrinsic motivation, supervisor leadership, conflict management style, perceived organisational support, job stress, and reward are all organisational factors affecting employees' intent to leave (Yusuf & Fehintola, 2021; Yarbrough et al., 2017; Naim & Lenka, 2018; Al-Hamdan et al., 2016). The studies also found that the lower the reward, the less likely an employee would want to stay with the organisation.

The findings of some surveys have shown that salaries or other financial benefits are important factors for both employers and employees. For employees, salary is important in terms of fulfilling their financial demands (Iqbal et al., 2017; Singh & Loncar, 2010). Salary is a significant part of extrinsic motivation, which encourages librarians to arrive at work on time and motivates them to improve the quality of their services. It is also associated with employee retention and intention to leave (Armstrong, 2007; Gwavuya, 2011). Salary may have a substantial impact on a librarian's decision to leave. Studies have shown that librarians in various organisations strive to boost their salaries and incentives either within the organisation or by switching to other ones that can provide more competitive pay and bonuses (Belete, 2018). Other studies show that salary is a major consideration both for employers and employees (Iqbal et al., 2017). Findings from a study carried out by Aiyebilehin et al. (2020) revealed a significant relationship between salary and librarians' turnover intentions.

Additionally, the decision of a librarian to remain or quit a workplace is greatly influenced by recognition. Ali and Ahmed's (2009) study established a statistically significant link between reward and recognition and noted that if an employee's access to reward or recognition were to change, there would be a corresponding change in their ability to accomplish their job duties. Recognition is the expression of admiration for or approval of the good deeds or behaviours of a person, group, or organisation (Nzelum et al., 2019). Praise or a personal message appreciating achievements, particularly little gestures that are valuable to employees, constitutes recognition (Abdullah et al., 2016). Nelson (2016) concludes that recognition encourages better cooperation, better communication and a reduction in staff turnover and absenteeism.

Promotion is the advancement of workers to a higher post with more responsibility, higher compensation, better working circumstances, and a higher status (Belete, 2018). Spector (1997) asserts that employees who believe they have an equal opportunity to advance in their careers and to be commended for their work are happier at their jobs. This, in turn, lowers their intent to quit. Therefore, when a position at a higher level becomes available in the library, it is ideal to promote existing employees since it gives them more influence (Ngoepe & Jiyane, 2015). Low self-confidence from a lack of career advancement may be harmful to an employee who stays in a job. The fact that promotion involves a significant adjustment to an employee's compensation package gives it importance. Findings from Aiyebilehin et al. (2020) revealed a significant relationship between promotion opportunities and librarians' turnover intentions.

However, favourable working conditions, such as closeness to the workplace, flexible work schedules, and a comfortable setting, may also have an impact on employees' levels of satisfaction, which may play a role in their intention to leave their current position (Nair et al., 2021). For instance, the accessibility of public transportation, excellent facilities, suitable work tools, and flexible hours may draw librarians to a particular library.

Supervisor support, in particular, plays a crucial role in the intention of librarians to quit. According to Nyamubarwa (2013), unsatisfactory relationships with management and co-workers may be a factor in why

some people leave their jobs. Research shows that employees are ready to leave their companies if their connections with their bosses are tense or if they are not treated well there exist poor interpersonal relationships. Tuzun and Kalemci (2012) observe that supervisor-related perceptions and attitudes could shape organisational-related perceptions and attitudes. Employees expect that their supervisor provides all the necessary support needed to make them more engaged in their job. A similar study by Tennakoon and Herat (2017) also found that supervisor support is a predictor of job satisfaction and intention to quit.

Methodology

The study used a descriptive research design. A purposive sampling technique was used to select a population of one hundred (100) librarians in federal university libraries in Nigeria from the WhatsApp group platform of the Academic and Research Library Section (ARLS) of the Nigerian Library Association. This group consists also of librarians in state and private universities, research institutes, polytechnics, mono-technics and colleges of education. In Nigeria, a professional librarian has at least a master's degree in Library and Information Science. A web questionnaire developed by the researchers using Google Forms was used for data collection. The questionnaire grouped the Rewards system into five dimensions: salary, recognition, promotion, supervisor support, and working conditions. The questionnaire was divided into three parts: the first part (A) sought responses on the demographic information of respondents. The second part (B) featured statements on each of the five variables of Rewards system being investigated (independent variable) while the third part (C) featured statements on Intention to leave (dependent variable). Each of the variables of the study had 6 item statements bringing the total to thirty-six (36).

The instrument was subjected to the Cronbach Alpha reliability test, and it yielded an overall reliability of 0.734, an indication that the instrument was reliable. Pallant (2001) is of the view that reliability that is up to 0.7 is considered reliable. Copies of the questionnaire were distributed electronically to the target population. The choice of the electronic questionnaire over the print questionnaire was necessitated by the strike action by academic libraries of federal universities in Nigeria at the time of the study. The respondents were requested to indicate their level of agreement on the featured statements using a four-point scale: Strongly Agree, Agree, Disagree and Strongly Disagree. A total of 52 (52 %) responses were received after a series of reminders and a period spanning five months. Descriptive statistics of mean, standard deviation, frequency and percentage were used to analyse the demographic information while inferential statistics were used to determine the relationship between the independent and dependent variables. The research hypotheses were analysed using Pearson Correlation Coefficient. Pallant (2001) observe that correlation analysis is a statistical method used to explain the strength and direction of the relationship that exists between two variables. In this work, correlation analysis was used to assess the strength and significant relationship between the independent variable (dimensions of rewards system: salary, recognition, promotion, supervisor support and working conditions) and the dependent variable (intention to leave). The correlation degree and the signs of the correlation coefficient indicated the strength of the relationship or degree of association between the variables.

Data analysis

Descriptive statistics

Table 1 above shows the demographic profile of respondents.

The table indicates that more females (71 %) than males (29 %) responded to the questionnaire. On the age of respondents, the table shows that the majority of respondents are over 45 years (56 %). This is followed by those between the ages of 31–45 (38 %) while those between the ages of 20–30 years are the lowest in number (6 %).

Table 1
Demographic profile of respondents.

Variables	No	Percentage
Gender		
Females	15	29
Males	37	71
Total	52	100
Age		
20–30	3	6
31–45	20	38
>45	29	56
Total	52	100
Year of experience		
1–5	16	31
6–10	10	19
11–15	15	29
>20	11	21
Total	52	100
Designation		
Assistant Librarian	5	9
Librarian II	6	12
Librarian I	6	12
Senior Librarian	13	25
Principal Librarian	11	21
Deputy University Librarian	11	21
Total	52	100
Highest educational qualification		
PhD.	32	62
Masters	20	38
Total	52	100

Furthermore, the demographic data on the years of work experience of the respondents shows that the majority of respondents have 1–5 years of work experience (31 %). This is followed closely by those that have work experience of between 11 and 15 years (29 %). The data on the designation of the respondents shows that the majority of them are Senior Librarians (25 %). This is followed by Principal Librarians and Deputy University Librarians with 21 % respectively. The respondents were also asked to indicate their highest educational qualification. The majority have a PhD (62 %) while the rest have a Master's degree (38 %).

Research questions 1–6

The descriptive statistics of mean and standard deviation are used to determine the responses on the relationship between the independent and dependent variables. The independent variable is Intention to leave while the dependent variable is broadly speaking, Rewards system measured under five dimensions: salary, recognition, promotion, supervisor and working conditions.

Table 2 presents the mean and standard deviation of responses on the dependent variable: Intention to leave ($M = 3.4596$, $SD = 0.60462$). It also answers research questions (RQ) 1–6. When it comes to the dependent variable intention to leave, the data shows that the standard

Table 2
Mean and standard deviation of the responses on the relationship between the independent and dependent variables.

Variables	N	Mean	Std. Deviation
Intention to leave	52	3.4596	0.60462
Salary	52	3.0659	0.48214
Recognition	52	3.6923	0.58698
Promotion	52	3.4583	0.46427
Supervisor support	52	3.6410	0.45059
Working conditions	52	3.2861	0.54705

deviation is higher than the mean indicating that the responses are more spread out or dispersed and therefore, inconsistent. The implication is that the responses lean more towards disagree and strongly disagree.

Having looked at the mean and standard deviation of responses on intention to leave, it is necessary to compare this with the means and standard deviations of the responses on the individual dimensions of rewards system to determine the similarity or difference.

The data in Table 1 above indicates that the mean and standard deviation of the responses on the dimensions of rewards system are as follows: Salary ($M = 3.0659$, $SD = 0.48214$); Recognition ($M = 3.6923$, $SD = 0.58698$); Promotion ($M = 3.4583$, $SD = 0.46427$); Supervisor support ($M = 3.6410$, $SD = 0.45059$) and Working conditions ($M = 3.2861$, $SD = 0.54705$). The data suggests a tendency for agreement. Recognition has the highest mean ($M = 3.6923$) while Salary has the lowest mean ($M = 3.0659$). Similarly, Recognition has the highest standard deviation ($SD = 0.58698$) thus indicating that it is the dimension of rewards system with the highest dispersion in the responses. On the other hand, Salary has the lowest standard deviation (0.45059) and by implication a more moderate dispersion in the responses. The dimension with mean closest to that of intention to leave is Promotion ($M = 3.4583$) while the standard deviation that is closest to the standard deviation of intention to leave is Recognition (0.58698). However, overall the data shows that the standard deviation of each of the individual dimensions of rewards system, like that of Intention to leave, are higher than the individual mean scores, also indicating that the responses are more spread out or dispersed.

Testing of hypotheses

Having seen the mean and standard deviation of the analysis, it is necessary to find out the nature, direction and significance of the bivariate relationship of the variables in the research. A correlation analysis will be employed for this purpose.

Pearson's correlation as seen in Table 3 above was used to compute the relationship between the independent variable: reward system (salary, recognition, promotion, supervisor support, working condition) and the dependent variable: librarians' intention to leave. On the relationship between salary and intention to leave among librarians, the result shows that there is a negative linear relationship between salary and librarians' intention to leave ($r = -0.022$, $p > 0.05$). This indicates that as salary decreased, intention to leave increased. Put differently, the higher the salary, the lower the intention to leave among librarians. However, although the negative correlation suggests that librarians in federal University libraries have the intention to leave if the salary is low/poor, the relationship is not statistically significant because $p > 0.05$. Hence, the hypothesis (H_{01}) which states that there is a statistically significant relationship between salary and intention to leave among librarians in federal universities in Nigeria is not accepted.

On recognition and librarians' intention to leave correlation, ($r = 0.094$, $p > 0.05$). This demonstrates that while there is a relationship between the two variables, it is not a significant one. To that extent, the hypothesis that states that there is a statistically positive significant relationship between recognition and intention to leave among librarians is not accepted.

A correlation coefficient ($r = 0.091$, $p > 0.05$) was found between promotion and librarians' intention to leave. This shows that there is a relationship between the two variables however; the relationship is not statistically significant because $p > 0.05$. Hence, promotion is not a contributory factor to intention to leave among librarians. Therefore, the hypothesis that stated that there is a statistically significant relationship between promotion and intention to leave among librarians is not accepted.

On supervisor support and librarians' intention to leave ($r = 0.411$, $p < 0.01$). This also shows that there is a moderate relationship between the two variables. This indicates that the hypothesis that stated that there is a statistically significant positive relationship between

Table 3

Correlations Matrix showing the relationship between reward system variables and librarians' intention to leave.

		Salary	Recognition	Promotion	Supervisor Support	Working Condition	Librarians' intention to leave
Salary	Pearson Correlation	1					
	Sig. (2-tailed)						
Recognition	Pearson Correlation	0.159	1				
	Sig. (2-tailed)	0.259					
Promotion	Pearson Correlation	0.292*	0.087	1			
	Sig. (2-tailed)	0.036	0.538				
Supervisor Support	Pearson Correlation	0.253	0.628**	0.091	1		
	Sig. (2-tailed)	0.070	0.000	0.521			
Working Condition	Pearson Correlation	0.345*	0.202	0.318*	0.455**	1	
	Sig. (2-tailed)	0.012	0.151	0.022	0.001		
Librarians' intention to leave	Pearson Correlation	-0.022*	0.094*	0.091*	0.411**	0.008*	1
	Sig. (2-tailed)	0.879	0.509	0.519	0.002	0.953	

* Correlation is significant at the 0.05 level (2-tailed).

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

supervisor support and intention to leave among librarians is accepted because $p < 0.05$.

A relationship ($r = 0.008$, $p > 0.05$) was found between working conditions and librarians' intention to leave. However, the relationship is not statistically significant. To that extent, the hypothesis that states that there is a statistically positive significant relationship between working conditions and librarians' intention to leave is not accepted.

Having looked at the matrix correlation, it is important to find out from the model summary table the strength of the relationship between the independent and the dependent variable. This is necessary to measure the fit of how much variation of intention to leave among librarians is explained by rewards system.

The model summary as seen in Table 4 above shows that the coefficient of multiple correlations R , that is, the degree of association between selected reward practices and librarians' intention to leave is 0.544. The value of the adjusted r square is 0.296. This implies that only 29.6 % of the variation in librarians' intention to leave is explained by working conditions, recognition, promotion, salary and supervisor support whereas 70.4 % of the variance is explained by other factors not studied or identified in the study.

Table 5 above shows the extent to which each independent variable (reward system) influences the dependent variable (intention to leave). The relative importance of reward practices (independent variables) in contributing to the variance of the librarians' intention to leave (dependent variable) is explained by the standardized beta coefficient. The beta value for salary is (beta = -0.144, $p > 0.05$), recognition (beta = -0.319, $p > 0.05$), promotion (beta = 0.175, $p > 0.05$), supervisor support (beta = 0.754, $p < 0.05$), working condition (beta = -0.286, $p > 0.05$). Among the independent variables, supervisor support is more significant and statistically meaningful. This can be interpreted as being that a 1 % increase in supervisor support will decrease librarians' intention to leave by 75.4 %. This is followed by recognition, working conditions, promotion and lastly salary. Thus, supervisor support has a greater rate of change than the other predictors.

Discussion of findings

The analysis of the relationship between rewards system and intention to leave as presented in the correlation matrix in Table 3 indicates that there was no statistically significant correlation between rewards system (represented by its dimensions) and intention to leave. At best, it

Table 4

Model summary.

Model	R	R square	Adjusted R square	Std. Error of the estimate
1	0.544 ^a	0.296	0.219	0.53417

^a Predictors: (Constant), Working Condition, Recognition, Promotion, Salary, Supervisor Support.

Table 5Coefficients.^a

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.679	0.822		2.043	0.047
Salary	-0.143	0.170	-0.114	-0.838	0.407
Recognition	-0.329	0.166	-0.319	-1.988	0.053
Promotion	0.228	0.175	0.175	1.303	0.199
Supervisor support	1.012	0.238	0.754	4.244	0.000
Working condition	-0.317	0.166	-0.286	-1.901	0.064

^a Dependent variable: intention.

could be said that a moderate relationship was found between rewards system and intention to leave among librarians in federal universities in Nigeria given that the model summary as seen in Table 4 showed that the coefficient of multiple correlations R or the degree of association between selected reward practices and librarians' intention to leave is 0.544 while the value of the adjusted r square is 0.296 implying that only 29.6 % of the variation in librarians' intention to leave is explained by working conditions, recognition, promotion, salary and supervisor support whereas 70.4 % of the variance is explained by other factors not studied or identified in the study.

Specifically, the individual variables showed that salary revealed a negative linear relationship with intention to leave. The implication is that a decrease in salary will increase the intention to leave and vice versa because salary is a major consideration both for employers and employees (Iqbal et al., 2017). Earlier studies have also revealed that the lower the salary, the less likely an employee would want to stay with the organisation (Armstrong, 2012; Gwavuya, 2011). Belete (2018) suggested that librarians in various organisations strive to boost their salaries and incentives either within the organisation or by switching to other organisations that can provide more competitive pay and bonuses. The findings from a study carried out by Aiyebilehin et al. (2020) revealed a significant relationship between salary and librarians' turnover intentions.

However, unlike the findings of the study by Aiyebilehin et al. (2020) that revealed a statistically significant relationship between salary and intention to leave among librarians, no statistically significant relationship was found between salary and intention to leave among the librarians in this study. In essence, while a higher salary may be desirable to motivate librarians to continue to stay, there is no indication that the absence of an increase in their salary will necessarily result in their leaving. Thus, this finding answers Research Question 1.

To answer Research Questions 2–6 which focus on the relationship between recognition, promotion, working conditions and supervisor

support, the analysis revealed a relationship between the variables and intention to leave however, supervisor support has a significant relationship with intention to leave, unlike the rest of the dimensions.

Other studies also support these findings. For example, [Ali and Ahmed's \(2009\)](#) study established a statistically significant link between reward and recognition and noted that if an employee's access to reward or recognition were to change, there would be a corresponding change in their ability to accomplish their job duties. [Nelson \(2016\)](#) concluded that recognition encourages better cooperation, better communication and a reduction in staff turnover and absenteeism.

Furthermore, regarding promotion, [Spector \(1997\)](#) asserted that employees who believe that they have an equal opportunity to advance and be commended for their work are happier at their jobs. This, in turn, lowers their intent to quit. [Aiyebilehin et al. \(2020\)](#) found a statistically significant relationship between promotion opportunities and librarians' turnover intentions.

The importance of favourable working conditions to employees has been highlighted by some authors. [Nair et al. \(2021\)](#) have observed that closeness to the workplace, flexible work schedules, and a comfortable setting, may also have an impact on employees' levels of satisfaction, which may play a role in their intention to leave their current position.

As observed earlier, the analysis revealed that supervisor support has a significant relationship with intention to leave among the librarians. Other studies have also revealed that supervisor support, in particular, plays an important role in the intention of librarians to quit. [Nyamubarwa \(2013\)](#) found that unsatisfactory relationships with management and co-workers may be a factor in people leaving their jobs. This is particularly the case if their relationship with their supervisor is tense or if they perceive that they are not being treated well or if there exist poor interpersonal relationships. In support, [Tuzun and Kalemci \(2012\)](#) asserted that supervisor-related perceptions and attitudes could shape organisational-related perceptions and attitudes. It is not uncommon for employees to expect that they will receive the necessary support needed to make them more engaged in their work from their supervisor. Where this expectation is not met, they feel unsatisfied in the workplace and this, in turn, arouses in them the desire to leave their jobs as soon as another opportunity presents itself. Like the present study, [Tennakoon and Herat \(2017\)](#) also found that supervisor support is a predictor of job satisfaction and intention to leave. The results of that study indicated a significant negative relationship between perceived supervisory support and employee turnover intention. This implies that the lesser the supervisory support, the higher the intention to leave.

Limitations of the study

The results of the study may have been affected by the small sample size. To that extent, the findings are not generalisable and at best may be regarded as tentative and inferences are made about the sample. The research focused on only five variables of rewards system: salary, recognition, promotion, supervisor support and working conditions. This may have affected the responses. It is recommended that new studies include more variables. Furthermore, the research has focused on librarians in federal university libraries. To that extent, it does not provide insight for comparison against the other types of university systems. It is recommended that the scope of the study be extended to include state and private universities in Nigeria. A comparative study will provide more insight into the subject. Finally, the data for the research were collected with the questionnaire as the only instrument for data collection. The inherent challenges of questionnaire-based studies such as low response rate, response bias and survey fatigue among others may have affected the results of the study.

Recommendation

Based on the findings, the following recommendations are made

1. Appreciation or approval of good deeds should be of utmost importance in libraries as this could influence librarians to release their potential and consequently encourage them to experience job satisfaction that will in turn motivate them to show organisational loyalty. This can either be expressed through monetary or non-monetary means.
2. Management of libraries should ensure that promotion standards are transparent and fair to all.
3. Poor interpersonal relationships should be avoided at all costs. The channels of communication should facilitate interpersonal relationships. Supervisors should be provided with leadership training on dealing or relating with their subordinates.
4. Both the government and the university management should establish working conditions that energise and encourage staff to thrive. Employees who work under supportive conditions feel satisfied and have a sense of belonging in the organisation.

Conclusion

The strength of any organisation lies in their employees given that they are the people who make things happen. The issue of rewards is one of the factors in human resource management for employees and management alike. On the part of employees, a good rewards system encourages and motivates them to work harder since it proves to them that their contributions to the success of the organisation are valued. To that extent, employee satisfaction or dissatisfaction can be influenced by the rewards they receive in both monetary and non-monetary terms. Poor rewards system has been linked to turnover intentions. On the other hand, management while keen to retain their employees to reduce the cases of employee turnover is also interested in ensuring that their employees are performing their jobs creditably and deserving of the rewards they receive. Earlier research has revealed that the rewards system is related to employee intention to leave. The present study has sought to verify and extend the findings of earlier research by investigating the topic among librarians in federal university libraries in Nigeria. The study has revealed a moderate relationship between rewards system and intention to leave among librarians in federal universities. While acknowledging the relationship between the variables, the study has shown that the rewards system while a contributory factor is not a significant factor in intention to leave. This may not be unrelated to the current high rate of unemployment in Nigeria. It is however important to improve the rewards system to ensure that the rate of intention to leave is cut down to the barest minimum.

CRedit authorship contribution statement

Chinwendu C. Akpom: Writing – original draft, Conceptualization, Methodology, Visualization. **Ijeoma J. Ibegbulam:** Writing – review & editing, Data curation, Formal analysis.

Declaration of competing interest

The authors declare no conflict of interest. Furthermore, the co-author(s) have seen and agreed with the contents of the manuscript and have no financial interest(s) to report. We certify also, that this submission is an original work not under review with any other journal.

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