

**A STUDY OF POSSIBLE CAUSES FOR LIBRARY STAFF  
TURNOVER IN KENYA**

**BY**

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## DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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This project has been submitted for examination with my approval as a university supervisor.

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**DEDICATION**

This work is dedicated to my parents James Gikandi and Mary Wambui who inculcated in me the value of learning.

My mother, Mrs. Rose Gikandi, for her love and support throughout my life.

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## ABSTRACT

Staff is critical to the success or failure of any organization including libraries. Satisfying staff who work in organization should be basic consideration of libraries if they are to retain skilled and qualified staff. This research identified important factors that drive staff away from libraries. These include promotion, training, salary, job content and supervision. Effective control of turnover require examination of these factors with a view to correcting them.

The findings reveal that promotion and training is a major determinant of turnover. These are closely followed by salary and allowances (fringe benefits). Supervision and job content although valued does not feature as prominently as the other factors.

In the right of these findings the following recommendations were made.

1. Expanding promotion opportunities
2. Encourage and support training
3. Improved salary structures and benefits

- 4. Supervisory style where participation is encouraged
- 5. Job enrichment to remove boredom and make work more meaningful
- 6. Conduct exit interviews to establish why staff are leaving with a view to averting the problems

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# CHAPTER ONE

## BACKGROUND INFORMATION

### 1.0 Introduction

A library's efficiency like other organizations can be measured in terms of three key indicators:

- i. the material infrastructure
- ii. the technostructure
- iii. the human superstructure

The first two indicators are inadequate to achieve organizational success without the human superstructure. The people who work in the organization are the key determinants of an organization's performance. They will determine if the organization prospers or fails.

Keen interest in personnel issues took a revolutionary turn in the mid 19th century with the development of industries in the industrialized countries like Britain, USA and France. The main concern was to help understand employees better in order to keep them interested and committed to the organizations. Basic principles were formulated by different management theorists to help guide towards a more effective organization. Classical theorists like Frederick Taylor, Henry Fayol and others

prescribed material incentives as a way of motivating workers in order to retain them in the organizations. This failed culminating into human relations approach advocated by Elton Mayo, Herzberg among others. This was a product of the insights discovered through new sciences not there before, for example psychology, sociology and others. Their basic discovery was that the human resource was the most vital resource in an organization.

The achievement of every library's objective is largely dependent on the effective use of its employees. They are the determinants of organizational effectiveness. Since libraries are dependent on its employees, staff problems should be part of libraries' management process.

Library managers must be able to address the needs and concern of this vital resource (staff) to enhance commitment. They must try to provide the means for development and growth. The analysis of labour turnover should therefore be taken as a basic part of human resource planning. Turnover indicates the quality of operation in any library and if ignored could have adverse effect on library services.

Several studies on turnover revolves around motivation. Library managers must learn their staff's needs and therefore provide conditions conducive to retention of staff. They must be able to offer opportunities and means of permitting members to satisfy their needs in and through the organization.

In addition, to ensure commitment and effective performance, library administrators need to select people appropriately and place them in positions they are best suited. People have varied abilities and interest. In Mobley's view, this is based on:

"individual aptitudes and abilities relative to job requirements; and individual values, preferences, and expectations relative to organizational norms, policies, practices, rewards and conditions" (p.54).

This study aimed at investigating the causes of library staff turnover and possible solutions. The sample of this study was drawn from staff selected from a few selected libraries in Nairobi because that is where the bulk of Kenyan libraries are concentrated.

## **1.1 Statement of the problem**

A library could be big in size, well stocked and even apply the latest technology but if it suffers frequent staff turnover, effective service to users could be crippled. Most libraries are becoming large complex organizations not to mention increased enrolment, literacy rate and information explosion. All these points to increased demand for library services. Staff retention now becomes more important than ever before if the increased demand for services are to be met.

Commercial organizations and industries have long recognized the importance of studying staff turnover. A survey of the library literature on staff turnover however revealed a glaring gap where

turnover of staff is concerned. Very little has been done on library staff turnover in our libraries.

In view of the above, staff turnover is an issue worthy of research because of the organizational implications. Proper functioning of any organization will depend on adequate staff. Staff turnover may involve increases in routine work. Pressure of work increases for those who are left. They may expect rewards and if not forthcoming cause problems. The changes are not easily acceptable to most staff. In addition, staff left may be preoccupied with wanting to leave, thus affecting library activities. This concern has been voiced by Pigors (1981) when he states that:

"too much turnover reduces productivity, demoralises incumbents, damages an organizations image and also antagonizes actual or potential customers" (p.198).

The leaver also leaves with skills. As McBeath states:

"each individual who leaves takes knowledge of the company and his job which can rarely be acquired from outside" (p.137).

Libraries may also be forced to cancel some programmes, for example essential services like indexing and abstracting services and literature searches. Some libraries like Kenyatta University have students on work study programmes because of lack of adequate staff. These students however, can only do clerical duties like shelving while other services continue to suffer. Turnover of staff creates need for replacement. This implies cost

incurred in recruitment and training the new recruits. This:

"brings lack of continuity....A lot of time is wasted with in-service training which has to be given to every new member of the staff before they can be expected to become productive" (Njuguna, 1981, p.80).

Universities are complaining of shortage of funds. Yet they have staff who as they are trained proceed for greener pastures (Ubeku, 1984). While reflecting elitism in academic libraries Hall (1981) observes universities doing the training while special libraries do the poaching.

A list compiled by the librarians for Kenyatta University reveals a high library staff turnover. They lost 34 library staff between 1989 and 1994. Most of them joined other institutions. Certain factors are responsible for such high turnover. In order to contain high turnover and ensure effective and efficient service to libraries, knowledge of the causes is vital. This study was a step towards that direction.

## **1.2 Objectives of the study**

To investigate the factors that cause staff turnover, the following were done:

1. Interviewed library professional and para-professional to determine their reasons for resignation.

2. Ranked the factors in order of importance based on the frequency in which they are cited by different individuals.
3. Gave recommendations based on the findings.

### **1.3 Significance of the study**

A survey of library literature reveals that not much have been done on library staff turnover especially on the Kenyan scene. It is hoped that this study will fill a gap in the knowledge of library staff turnover.

Staff turnover can represent significant cost in terms of replacement and training of new recruits. Productivity is also affected as the library awaits replacement, not to mention loosing the skills of the leaver. Morale of those who endure could be affected and thereby trigger further turnover.

Owing to these negative consequences for the libraries, the need for staff turnover study becomes imperative. Many library managers could be overlooking the factors causing turnover and therefore taking inappropriate measures.

"Too often library administrators see higher salaries as the only way to attract staff and retain quality employees. This view overlooks the multiplicity of societal factors. A good understanding of these influences and their effect on the library employee is a necessary key to understanding motivation in today work place" (Rook, 1988, p.21).

This study is intended to bring a better understanding of turnover causes. It could contribute to better staff management and consequently better libraries. Library managers need information in order to make sound decisions. They need to know how employees feel about their jobs and what part of the job is the cause for dissatisfaction.

The study also hopes to impress upon library managers the need to integrate turnover in human resource planning system. This should indicate where turnover is high and consequently where recruitment is critical. As Cowling states:

"Such information can indicate the size of the problem, time when new employees are more likely to leave and when action should be taken to reduce the problems...for manpower planning purposes it is important to know the rate at which the employees are leaving and require replacement" (1981, p. 197).

It will also reveal any pattern to the turnover so that it is possible to anticipate problems. Managers should be able to:

"Study resignation pattern so as to be able to forecast probable future turnover for any category of staff...study factors influencing turnover in order to provide a basis for future trends and take action to alter these trends" (McBeath, 1978 p.137).

Measures or strategies of motivating staff to stay will be easy to device. At the same time, it is hoped the finding will enable library managers to recruit staff who are likely to stay. For example:

"the management of Kenyatta University Library had decided not to recruit too many senior library assistants whose training expectations would not met within the most reasonable time possible" (Muruli, 1992, p.67).

The study is also in line with government policy which recognizes the importance of library staff retention. This is evident in the scheme of service for library assistants whose aim and objective is:

"to provide for a clearly defined career structure which would attract and retain suitable persons for library work" (p.1).

Finally, the study should be able to offer useful background for students wishing to carry out a further research on the subject.

#### **1.4 Limitations of the study**

Owing to financial constraints and time, the study was limited around Nairobi. It was also limited to a few libraries. At the same time all the correlations of turnover were not studied. It is however hoped the study has provided a useful background for further research.

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# CHAPTER TWO

## LITERATURE REVIEW

### 2.0 Introduction

The rate at which staff leave their organisation has been attributed to many factors. These range from morale, job satisfaction, promotion prospects, inadequate salaries (Moore, 1980; Revill, 1987) to more responsibilities and working conditions (Bryant, 1978; Durey, 1976; Revill, 1987). This study is concerned with voluntary turnover although other turnover result from illness, death, lay-offs and retirement. Dwivedi (1979) attributes turnover to supervision, personnel policies, dislike for job, poor working conditions, unequal work loads and job security. The latter has traditionally been one of the primary attractions for the library profession. It is when individuals learn that they have no job security that restlessness sets in. These factors have pronounced effect on turnover which Bryant attributes to:

"work itself, the task that people did and the ways in which they were managed" (p. 157).

Ubeku (1984) describes high turnover rate as a good indication of the fact that the organization is sick. Turnover lies in inadequate opportunities for development. Sometime back:

"Turnover used to be regarded as denoting an unseemingly lack of loyalty due to one's employer. More recently, it has been thought to reflect the machinations of recruiters or of companies willing to buy talents they cannot grow" (Gellerman, 1976 p.121).

Moore divides these turnover factors into "push" and "pull" factors. The former are those that push staff out of job, while the latter are those that pull them into another job. Into push category will go:

"poor working conditions or frustrated promotion prospects, while better salaries, or better job satisfaction could act as pull factors" (1980, p.21).

Rudman alleges that turnover decreases as the length of service increases. A rise in turnover is expected in the early period of service and falls away as service continues. This means that turnover declines as age increases. It is the young energetic lot who are likely to leave. No wonder Gellerman has this to say:

"Turnover is largely caused by youth itself: impatience, limited tolerance for frustration, curiosity, lack of binding commitments, uncertainty as to what one really wants to do and the fact that young people are given the least desirable assignments" (1976, p. 121).

According to Eimicke (1988), absenteeism and turnover could be reduced if the organization showed more concern for peoples attitude to work as well as productivity. Employees should be motivated to feel the job they are doing is worthwhile. Dwivedi (1984) proposes that for managers to be able to take positive measures to reduce turnover, they should:

"collect and analyze facts to discover where turnover occurs and what kind of employees are involved" (p.236).

An analysis of labour mobility is vital part of management process. The obtaining and recording of costs, number of employees, types of employees who are terminating, why they are separating from the organisation are all indicative factors to management of the quality of operation (Pigors 1971). Pigors continues to argue that:

"without this analysis the management may be over looking one of its most important factor of production without which it must cope" (1977, 121).

Turnover must be made part of the management system. Management must be able to do something to develop a more stable workforce for the pursuit of organizational effectiveness (Steers, 1984).

## **2.1 Job Satisfaction**

Job satisfaction is determined by individuals attitude towards their work. The level of satisfaction can be affected by working conditions, pay and fringe benefits, the individuals attitudes towards their supervisors and job content (Mobley 1982). Employee satisfaction leads to organizational commitment, while dissatisfaction can lead to turnover, absenteeism and tardiness (Hershey 1985). A number of studies have been carried out on job satisfaction where high job satisfaction have been associated with lower turnover. More satisfied employees are likely to stay with their employers longer. The reverse is also true. Those

employees who have lower satisfaction usually have high rates of turnover (Mobley, 1982).

Davies also links job satisfaction with turnover when he states that:

"people have certain expectations concerning work or/and rewards and if not met, job satisfaction declines" (1975, p.28).

People derive satisfaction from being given responsibility for their own work. This declines where there is lack of responsibility (Plate, 1974). A Sheffield manpower project examined a sample of public, academic and special libraries in the 1970s. It reported that there was strong desire for:

"greater responsibility of various kinds, more freedom of choice, less close supervision, greater opportunity to improve and act in solo capacity" (Sergean et al, 1976 p. 293).

Job satisfaction is also brought about by autonomy, in addition to responsibility. This contention is supported by Davies and Jesse when they argue that:

"job level and degree of perceived autonomy and responsibility are associated with both absenteeism and turnover" (Davies, 1975, p.28).

"most individuals will not remain in a position which...does not have certain responsibilities" (Jesses, 1958, p.132).

Responsibility not only contributes significantly in maintaining

job satisfaction but also make them feel they have something to contribute.

Rudman (1991) links job dissatisfaction with organization of work itself, terms of service and conditions of employment. He is of the opinion that the more satisfied individuals are, the less likely to leave. Job satisfaction has also to do with the way work is organized. Professional staff constantly grieve over:

"tasks which they consider below the level of their ability" (Durey, 1976, p.103).

Most professional staff feel that:

"they do not use their professional and subject knowledge" (Durey, p.104).

Employees prefer an organisation where they can realize their full potential. Individuals will:

"feel satisfied when they are utilizing their ability" (Cabutey-Adodoaji, p. 16).

When this is frustrated they are bound to seek professional growth elsewhere. A study carried out at the university of Nairobi reveals that:

"turnover affected senior members of staff who left the organization to small or special libraries where they felt their potential would be utilized" (Muruli, 1992, p.37).

Another major cause of job dissatisfaction is the job image. In her study of labour turnover in library and information centres,

Slater reported that:

"21% of bosses in her sample believe that the job image is so bad that it is a major cause of staff defecting, or moving restlessly around the field looking for a place where they will be better respected and treated by their employers and customers" (Slater, 1979, p.6).

Durey and Davies among others have voiced concern over monotonous and routine work which they associate with turnover. Job design and re-design (Jones, 1982; Eimicke, 1988) has been suggested as those which make the work more challenging. This involves providing greater variety to task to remove monotony. It is also a means of developing employees and their capabilities for effective work within the library.

Jesse (1958) and Hoage (1950) are of the view that a good working relationship can boost job satisfaction and staff retention. This view is shared by Jones when he states that:

"recognition by others in on going supportive relationship with opportunity both to give and receive, is a very fundamental source of self-confirming belongingness identity" (1984, p.107).

When the organization provides good working relationships, work performance is improved, not to mention increased interest in the organization.

One of the ways that job satisfaction can be achieved is through effective employee motivation which can benefit the organization

through staff retention, productivity, creativity and commitment to the organisation and its goals (Rook). Rook warns that:

"Supervisors who ignore motivational factors will find themselves facing widespread problems of low morale, high turnover, excessive absenteeism and persistent lateness among employees" (Rook, 1988, p. 18).

Managers should also be able to recognize job attitudes, satisfaction and commitment. These have repercussions in terms of influencing both subsequent job performance and intent to leave (Steers, 1984).

## **2.2 Job content**

Job content comprises of tasks an employee may be asked to perform. Job content should be designed in a way that will create the most effective way of performing tasks. Dissatisfaction with job content has been shown to relate to turnover rates. Work should be designed for each individual so that they can know what to do and how to do it. Library managers must therefore:

"clarify job expectations for new and prospective employees" (Steers, 1984, p. 474).

People have varied work interests. It is important to recognize individual characteristics in selection and placement (Steers). Library managers should consider employees skills, aspirations and interests. Indeed there are people who love work at the expense of salary increments, benefits and other allowances.

Library managers must ensure people are appropriately placed into positions for which they are best suited. This involves:

"getting the right people in the right jobs in terms of education, qualifications, experience and temperament as an essential first step in having a well motivated staff" (Jones, 1982, p.22).

In matching individual abilities, interests and values, Steers is positive that:

"individuals will have the requisite skills to succeed on the job and may develop more positive attitude towards staying in the organization" (p.475).

Organizations are often seen making strenuous efforts to hire new college graduates believing that a continued flow of talented manpower is essential for organizational success (Straus,1980). A number of libraries also employ new graduates who leave their jobs within the first few years of employment. This results from:

"a clash between what new graduates expects and what jobs actually offer them. A typical graduate expects his first job to be challenging and meaningful" (Straus, 1980, p. 508).

Employees love interesting and challenging work. More highly educated employees also love work with responsibility. Monotony, trivial tasks, and task repetitiveness is a major cause for dissatisfaction. This results into a situation where:

"highly educated employees in support staff role feel dead-ended, embittered and frustrated, their talents and abilities far surpassing the challenge of their job assignment" (Mcabe, 1982, p.3).

Marchant (1971) expresses the need for libraries to encourage development of their staff. Many librarians often complain of administrators resistance in support of their accomplishments. On the other hand, there are professionals who are frustrated when they fail to use their full productive capacities. They feel under-utilized when they are:

"misplaced, employed in inappropriate posts, given insufficient responsibilities,..."  
(Sergean, 1977, p.37).

Durey contends that non-professional staff suffer more turnover because:

"they are faced with higher proportion of routine or monotonous tasks than members of the professional staff (1976, p.115).

Rizzo (1980) and Durey (1972) suggest job re-designing to make work more interesting. Well designed jobs lead to high motivation, high quality performance, high satisfaction, low absenteeism and low turnover. Job redesign was pioneered by Frederick Herzberg. It includes job enrichment, job enlargement and job rotation. Job enrichment involves providing for meaningful work, recognition, responsibility, achievement and growth. It gives the staff a wider variety of duties to reduce monotony. Task variety also provides learning experience. Job enrichment occurs when work is more challenging, achievement is encouraged, when there is opportunity for growth, advancement and recognition are provided (Smith, 1991; Mobley, 1982; Rizzo, 1980).

According to Mobley job enrichment:

"enhances satisfaction with job content and decreases turnover" (1982, p.58).

Job enlargement on the other hand provides task variety to avoid repetitive tasks and monotony. Job rotation involves moving employees from one task to another to remove dissatisfaction caused by specialization. However those who wish to obtain specialization from jobs take rotation as tantamount to wastage of skills (White, 1985).

Lawler and Hackman (1991) expounded on Herzbergs view and identified five core dimensions that provide enrichment to jobs. These are said to improve motivation, satisfaction, quality of work and to reduce turnover and absenteeism. These include:-

1. **Task variety**: These are different operations to perform. This is seen to give more challenge because of range of skills involved. It gives employee a sense of competence.
2. **Task identity**: This is performing a complete piece of work. The employees are able to identify production with their effort. It gives them a sense of responsibility.
3. **Task significance**: This refers to the degree to which the job is perceived to have a

substantial impact on the lives of the workers. Workers believe that they are doing something important in their organisation.

4. **Autonomy**: This gives employees control over their own affairs. This is fundamental in building a sense of responsibility in workers. Workers need a degree of freedom. It provides a greater role for workers in setting their own goals.

5. **Feedback**: This refers to information that tells workers how well they are performing. This comes from the employees, the managers and from the job itself.

Several studies have suggested that job enrichment improves productivity and satisfaction as well as decreasing turnover and absenteeism. However factors within the work place limit its application (Gordon, 1987). Gordon extends this view further by suggesting that:

Job enrichment works better for the less complex jobs than the inherently richer ones. Enrichment can succeed only if workers want to seek fulfilment in their work and value jobs requiring greater skills. Finally, differences in employer and employee goals may hinder the effectiveness of job enrichment programs" (1987, p.647).

A useful measure of how employees perceive and evaluate the job is the job diagnostic survey (Hackman and Oldham, 1975). This standard measure assesses task variety, task significance, task identity among other satisfaction variables.

## 2.3 Promotion

Promotion moves employees to higher pay and status. Lack of promotion prospects has been linked to turnover (Hoage; Jesse). If employees find that the opportunities for enhanced status for which they seek is not available, they will leave you in search of greener pastures. With departure of experienced employees, productivity declines not to mention the fact that:

"loss of employees who have potential for advancement deprives the organization of future opportunities for promotion from within" (Yoder, 1982, p. 304).

In academic libraries promotion is not easy from assistant librarian to senior <sup>assistant</sup> library assistant (Muruli; Njuguna). At the same time:

"trained library assistants feel that they have no prospects of joining the professional classes of assistant librarians unless they possess a first degree. They resign in hope of getting a better job" (Muruli, 1992, p.96).

Promotion offers satisfaction of status and self-actualization at work. However lack of the same has an effect on staff morale. It causes:

"discontent and difficulty in retaining people of the right calibre" (Turner, p.203).

There is need for development of appropriate structure to improve career development path (Turner). Library managers should strive to fulfil employee aspirations by promoting them. They are likely to stay in the organisation if their efforts are rewarded. It has been observed (White, 1985) that promotion will not only attract staff, but also cuts down on expenses as those promoted require less induction into the organisation.

## **2.4 Salary**

While money may not be the sole motivator in commitment and enthusiasm, it can be vitally important. Inadequate pay can create discontentment. It is fundamental in securing library staffs' security, status and other needs. Librarians will resign to shop for better paid jobs.

Library staff will leave when they feel they are not paid for the work they do (Itonge, 1950). This is based on Vroom's expectancy theory where rewards will determine the level of motivation. People will be disposed to stay in an organisation if they believe that their efforts will get them what they want most. They will change jobs for higher pay or obtain greater earnings from commissions, gratuities or other benefits (Blunt, 1955).

This is especially so:

"if pay is a reward valued for what it will buy and/or what it signifies (for example, recognition, attainment, status ..."  
(Mobley, 1982, p.62)

The main objective of adequate salary means acknowledgement of the need to attract and retain staff . These are needed to provide successful library operations. Employees are likely to put more effort and stay on the job if they perceive rewards for their work worthwhile. Staff may lower performance, or quit if there is a better job opportunity elsewhere (Mobley, Jesses).

"An employer who is willing to raise the price he pays for labour above prevailing rate can nearly always detach a few employees from other companies and add them to his own" (Gallerman, 1968, p.187)

Jesse expresses the need for constant salary revision. Mobley points out the need for fringe benefits package to retain and attract staff or rewards that are performance oriented.

## **2.5 Training and development**

Training is necessary to equip staff with skills and concepts that will enable them to increase performance. Education and training should be a continuous process. It equips librarians for more responsibilities and enables them to meet new expectations. Education also improves employees performance. More important, it is only through education that staff can attain:

"salary increases, promotional opportunities on completion of course or degree program" (White, 1985, p.120).

There are those especially certificate and diploma holders who feels like doors have been shut on them. They lament that :

"though they are doing a good job, they are not offered opportunity to pursue further studies to be able to render better services" (Daily Nation, 1/2/1985).

The above contention is supported by Njuguna when he states that library assistants problem is:

"lack of development opportunities and therefore retention in the profession (1981, p.80).

A number of employees join libraries because of training prospects. Muruli observes that employees in need of training are bound to be attracted to other organizations that offer quick training opportunities. A survey on choice of librarianship as a career indicates that:

"76% of the respondents said they came to the profession as a result of opportunities for intellectual development and continuing formal education" (Cabutey-Adodoaji, p.15).

Training prospects is a motivating factor in staff retention (Jones, 1982). When this is frustrated:

"employees in need of training...are bound to be attracted to other organizations" (Muruli, 1992, p.67).

## 2.6 Supervision

Widely recognized is the importance of supervision, judging from the extensive literature on personnel (White; Rizzo; Sergean; Jones, 1984 etc). Supervision is fundamental to employee attachment to the organization (Mobley). There is a consistent relationship between supervisory practices and turnover. The supervisor is an important source and facilitator of employee reward and value attachment, and can play an important role in turnover management (Mobley).

Lyle, Mobley and Rogers points out a number of procedures that are important in supervising staff. These includes providing a clear definition of responsibilities of each member of staff, drawing them into the decision making process, encouraging initiative and praising rather than criticizing employee performance. Supervisors need to exert positive reinforcement on staff.

Participatory management however has, been fought because managers fear loosing grip over their staff (Revill). They assume that autocratic style is necessary to gain and keep control of their staff. At the same time it takes long to arrive at a consensus. Managers therefore often blend autocratic and democratic styles of management (Eimicke) which contradicts participatory management theory. Librarians are increasingly demanding a greater opportunity in decision making through which they can improve services and at the same time restructure the library organization to better actualize their aspirations

(Marchant, 1971). Rogers expresses the same view when he asserts that:

"Participatory management theory states that employees are motivated by drawing them into the decision making process so they can relate their personal goals and achievements to those of the organization" (1971, p. 46).

Some managers argue that some people favour autocratic style of management. It gives them a sense of security and relieves them of responsibilities apart from carrying out institutional duties. However, those individuals with initiative become frustrated and leave the organization (Smith 1988).

Very few employees today are receptive to autocratic management style because they have been exposed to many situations where participation is encouraged. Close supervision only alienates the workers and denies them opportunity for improvisation or creatively. A library manager who involves staff in decision making is able to built a positive relationship with staff and therefore, the employees are less likely to leave (Mobley).

A study conducted at Howthorne Western Electric Company established that the more authoritarian suffered more turnover (Lyle, 1974).

## 2.7 Challenge from other institutions

No library exists in isolation. They exist in a competitive world. In addition:

"libraries no longer retain the exclusive rights to the role of information broker for their communities. Commercial profit making endeavours, using the latest in technological developments are expanding..." (Rook, 1988, p. xiv).

There has been mushrooming of new library and information centres which:

"has made the skills of professionally qualified librarians marketable" (Njuguna, p.73).

Academic institutions, especially the universities have the best trained staff, but these are poached by institutions which do not train their librarians (Njuguna; Palmer, 1981).

Dissatisfied individuals will be more likely to search for alternatives. Turnover will be determined by individual perception and evaluation of alternative jobs outside the organization. Employees will assess alternatives to establish their competitiveness compared to their current position. A library will lose its competent staff if individuals they perceive:

"other employees as having more meaningful job content, more promotion opportunities, more flexible hours, more supportive supervision and better working conditions" (Mobley, p. 47).

The library should therefore be able to evaluate itself relative to other organizations (Rook). This can be done through interviews and surveys and also through direct assessment of the labour market supply (Mobley).

## **2.8 Exit interviews**

Exit interviews have been used to determine the reasons for staff turnover (Moore; Ubeku; Eimicke; Mobley). Exit interviews helps library management to identify weaknesses in its managerial structures in which it may be losing useful staff. Such feedback helps to evaluate management programmes and provides valuable insights into personnel policies, terms of service, and other measures that need revision (Eimicke, Gellerman).

"exit interviews may help in identifying causes of turnover necessitating changes in individual relationship, policies and practices, changes in working conditions caused by dissatisfaction (Dwivedi, p. 236).

Apart from identifying possible solutions, exit interviews will help end employment amicably. Such interviews should be conducted by one with broad knowledge of the organization (Rudman). It should also be:

"handled with care and every effort should be taken to reassure the employee that the interview is concerned with probing for possible deficiencies in the organization rather than the individual" (Moore, p.21).

Gallerman (1976) suggests opinion surveys, interviews and staff meetings. Such a survey is an emotional release or even a

tangible expression of management interest in the welfare of employees. It gives staff reason to feel better towards the management. Surveys should be held to monitor problems.

"as an early warning sign of potential turnover... management is alerting and can take remedial action aimed at solving the problem and reducing the probability of the increased termination" (Steers, 1984 p. 475).

It has been suggested (Mobley) that the following questions should be posed to the exiting staff:-

1. Reasons for taking new job
2. Adequacy of training in the former job
3. The challenges and opportunities it presented
4. Dissatisfactions
5. Relationship with superiors and work colleagues
6. Management styles and practices
7. Career aspirations

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# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.0 Research tools

Data collection proceeded through questionnaire method.

Questionnaire was mainly structured for convenience in tabulation and analysis process. It also focuses the respondents' mind on the subject. However room was left for open ended questions in a bid to avoid biasing the responses.

Questionnaire was developed around such factors as training and development, promotion, salaries and supervision.

#### Questionnaire for Staff:

This questionnaire was developed for staff who had resigned from one library or the other. Out of 30 questionnaires that were administered to the respondents, only 20 questionnaires were filled. The aim was to determine the causes for turnover of library staff so as to establish ways of averting the situation.

#### Questionnaire for Management:

A questionnaire was developed for library managers to elicit their views on turnover causes and what they were doing to manage it. Seven questionnaires were administered five of which were responded to.

### **3.1 Sampling strategy**

Staff who have resigned from libraries are not easy to track down. The sample was therefore drawn from Nairobi libraries because of proximity to the researcher and financial constraints. These libraries included the following:-

Kenyatta University

University of Nairobi

Jomo Kenyatta University of Agriculture and Technology

ICRPE

ILRI

Kenya National Library Services

McMillan Library

Names of those who had changed their places of work were supplied by head librarians. None of the libraries in the sample produced more than 5 respondents. Those listed therefore automatically represented the sample. Indeed, most of these libraries had lost more staff than they had recruited between 1992-1996, the period this study was confined to. A total of 30 respondents were involved. However, only 20 respondents filled the questionnaires.

### **3.2 Data collection**

The questionnaires were served personally to the respondents in their respective libraries. The respondents were given one week in which to respond to the questionnaire after which the researcher personally collected them.

### 3.3 Data analysis and interpretation

Turnover of staff is caused by many factors. Data analysis have been clustered around these factors. Frequency distribution table have also been prepared and totals added. The frequencies have been worked out in percentages. Data interpretation is based on frequency distribution. The last phase analyses the implication of turnover in our libraries.

A questionnaire was administered to selected library staff who had worked in previous libraries with the aim of identifying the cause of their resignation. This chapter presents the presentation of the data. The data has been presented in the form of frequency tables and worked out in percentages. The data which could not be worked out in percentages have been interpreted. The data has been presented in the form of a table.

1. Reasons for resignation
2. Reasons for resignation
3. Staff retention
4. Job content
5. Supervisory style
6. Quality of facilities
7. Salary
8. Career development

4.1 Employee attraction to the current employer  
Employees who work in an organization are attracted to their current employer for various reasons. The reasons for the choice of the current employer are as follows:

# CHAPTER FOUR

## DATA ANALYSIS

### STAFF

#### 4.0 Introduction

A questionnaire was administered to selected library staff who had worked in previous libraries with the aim of establishing the causes for their resignation. This chapter deals with the presentation of the data. Some data has been presented in form of frequency tables and worked out in percentages. Other data which could not be presented in tables have been textualized. The data has been clustered around the following Factors:-

1. Employee attraction to the current employer.
2. Reasons for resignation.
3. Staff retention.
4. Job content.
5. Supervisory style.
6. Training and development.
7. Promotion .
8. Salary and increments.

#### 4.1 Employee attraction to the current employer

Respondents were asked to cite reasons that attracted them to their current employer. Some respondents gave more than one choice. Allowances and training prospects seem to have attracted

the respondents more than other reasons as reflected in the table.

**TABLE 1: REASONS FOR JOINING CURRENT ORGANISATION**

<u>REASONS</u>	<u>RESPONSE</u>	<u>TOTAL NO.OF RESPONDENTS</u>
Allowance (medical travel, car loan etc.)	13 (65%)	20 (100%)
Training prospects	13 (65%)	20 (100%)
Better salary	11 (55%)	20 (100%)
The only place available	2 (10%)	20 (100%)
Others	3 (15%)	20 (100%)

As evident in table 1, a substantial number of respondents were attracted to the new organization because of allowances (65%). One of the respondents lament having been denied responsibility allowance in his previous library appointment without sufficient reason. He did not hesitate taking the earliest opportunity where these allowances were provided.

Training can attract people to a job as indicated in the table. 13 (65%) respondents cited it as a reason that attracted them to the current organization.

11 respondents (55%) cited salary as the reason for joining their current organization. Salary however does not seem to feature prominently as training and allowances.

Only 10% of the respondents joined their new organization as the only alternative available to escape frustrations in their former library appointment.

Other respondents desired a change of environment where they could acquire new experiences. They also expected a more challenging job than the one held previously.

## 4.2 Reasons for resignation

Respondents were asked to cite the reasons for resignation. Some reasons seem to be held more highly than others as table 2 indicates.

TABLE 2: REASONS FOR LEAVING FORMER EMPLOYER

REASONS	RESPONSE	TOTAL NO. OF RESPONDENTS
Lack of promotion prospects	13 (65%)	20 (100%)
Better opportunity elsewhere	13 (65%)	20 (100%)
Dissatisfied with salary	11 (55%)	20 (100%)
Unhappy with supervision	7 (35%)	20 (100%)
Job description (vague, too wide etc)	2 (10)	20 (100%)
Others	3 (15%)	20 (100%)

Table 2 above reflects low promotion prospects as a major factor for resignation (65%). Some of the respondents complain that

promotion did not come by even after training, not to mention salary prospects.

While salary has not been cited by as many respondents as promotion, it is nevertheless seems a strong factor influencing resignation. It has been cited by 11 respondents (55%).

Better opportunity elsewhere as indicated in the table is a major determinant for resignation. It has been cited as many times as promotion prospects (65%).

Job description has been cited twice (10%). This could mean that many respondents were not dissatisfied with their job description or if they were, it was not a major determinant for resignation. This also applied to supervision which has been cited by 7 respondents (35%).

Other reasons given was lack of challenging work. Other respondents were unhappy with the shift arrangements. They expressed the view that they would feel better about the shifts if they were adequately compensated. There are others who would have like to specialize in certain type of work in the library like cataloguing and reference service which was not provided for. Instead they spent most of the time shelving, issuing and discharging books.

### **4.3 Staff retention**

Respondents were asked to give factors they considered important

to them in staff retention. Their response seem to relate to their reasons for leaving their previous employer. Promotion and training seem to feature prominently with salaries close on heels as Table 2 reflects.

**TABLE 3: FACTORS IN STAFF RETENTION**

FACTORS	RESPONSE	TOTAL NO. OF RESPONDENT
Opportunity for promotion	12 (60%)	20 (100%)
Training prospects	11 (55%)	20 (100%)
Better salary	10 (50%)	20 (100%)
Participation in decision making	6 (30%)	20 (100%)
Flexible working hours	4 (20%)	20 (100%)
Chance for creativity	4 (20%)	20 (100%)
Task variety	4 (20%)	20 (100%)

Salary although a strong determinant for staff retention has been relegated to the third position. 50% of the respondents cited it as an important factor in staff retention. Promotion and training seems like they are stronger factors of staff retention than salary. These been cited by 12(60%) and 11(55%) respondents respectively.

Decision making does not seem to feature prominently. It has been cited 6 times (30%). Same case applies to flexible working hours (20%) and task variety 20%) which has been relegated to the bottom.

A few respondents suggested appreciation for work done as an important factor in staff retention while others cited job security. The latter came from special libraries. They were relatively comfortable with salary but were working on contract. This made them feel insecure about their future in the organization.

#### **4.4. Job content**

The aim of this part of the questionnaire was to establish the respondents perceptions and opinions about their job content. Only 30% of the respondents felt under-utilized. Those who did not feel under utilized 70% did not necessarily feel overworked. 3 of the respondents who did not feel under-utilized did not feel overworked either. All the respondents who felt under-utilized (30%) obviously did not feel overworked.

Both under-utilization and overwork can cause discontentment in employees view of the work style in their previous appointment. As the table below illustrates different

Asked what they liked best about their previous appointment, the responses ranged from autonomy and responsibility. This allowed creativity and the respondents were able to gain alot of experience. They also felt room for creativity enabled them to confront new challenges with confidence. The respondents also seemed to value task variety to remove boredom and work that was intellectually stimulating. The latter include cataloguing, literature search and reference work.

Respondents were also asked about what they hated most about their previous library appointment. Many expressed hatred for endless manual work they were subjected to which included shelving and other clerical duties. This left little room if any for creativity. In deed, some respondents felt that their job description did not suit their professional qualification and aspirations. Most of the respondents lamented that they were not growing professionally.

There are respondents who felt overworked due to inadequate staff in their previous libraries. They were unhappy with shift arrangements or working 'odd hours' which were not compensated. Staff was expected to report early the following day after working upto 10.00pm. the previous day.

#### 4.5 Supervision

This part of the questionnaire was designed to establish the respondents view of the management style in their previous organisation. As the table below indicates different views were expressed.

**TABLE 4: SUPERVISORY STYLE**

STYLE	RESPONDENTS	%
Democratic	14	70
Semi-autocratic	2	10
Autocratic	4	20
<b>TOTAL</b>	<b>20</b>	<b>100</b>

Regarding supervision 70% of respondents felt the supervisory style was democratic. This is because they participated in decision making. Decisions were arrived at meetings or decision making committees. Decisions could therefore not be implemented without unanimous agreement.

Two respondents (10%) termed supervisory style in the previous library as semi-autocratic. The reason given was that although they participated in decision making, most of the decisions were not implemented or even appreciated.

20% of the respondents reckoned they worked in an autocratic environment. They could not question the librarian however absurd the decision made seemed. Some respondents talked of intimidation and threat for airing their grievances like demanding allowances proportional to the amount of workload.

In response to whether they received recognition for their efforts by their heads only 20% said they did not. 80% received recognition either verbally or received a good certificate of service at the time of resignation. A few were sent for courses and seminars.

#### **4.6 Training and development**

This section of questionnaire was designed to establish if respondents received any training or attended short courses and conferences. In the literature review, lack of training prospects was one of the reasons causing dissatisfaction and consequently

resignation. This same reason, was expressed by a number of respondents in this study. Table 5 below reflects attendance of training, courses and conferences.

**TABLE 5: TRAINING, COURSE AND CONFERENCE ATTENDANCE**

	RECEIVED		TOTAL NO. OF RESPONDENTS
	YES	NO	
Training	13 (65%)	7 (35%)	20 (100%)
Short Courses	4 (20%)	16 (80%)	20 (100%)
Conferences/ Workshops	13 (65%)	7 (35%)	20 (100%)

A large number of the respondents received training in their former organization (65%). However, about 39% of those who received training were dissatisfied. The main reason given for dissatisfaction is that they wished to advance in their education further. Education entails promotion, status and salary increment. Others expected to be trained in information technology.

Those who were not trained say the organization expected them to work for a number of years before they could merit training. Some respondents lament that they did not understand the criteria used for selection because those who joined the organisation early did not necessarily receive training first. The waiting was very frustrating especially where there were several people on the waiting list.

As table 5 above indicates, majority of respondents never attended short courses. Most of them lament that much as they would have like to attend, this was not encouraged by the library administrations. The latter did not attach much importance to such courses. There were a few who had a chance to attend but failed because funds were allegedly unavailable. A few complained that when chance arose, priority was given to the senior members of staff.

As the table 5 reflects, many of the respondents attended workshops and conferences (65%). For those who did not attend (35%) many of the reasons given by the library managers were same ones advanced for not attending courses goes for conferences and workshop.

#### **4.7 Promotion**

Respondents were asked if they received any promotion from their employer. Not many received any promotion and for those who received, it came after many years of waiting.

Only 35% of respondents received promotion from their previous employers. Of the 35%, none received another promotion. Of the 65% who did not receive promotion, all left their previous employers after 5 years or less except 2 who worked between 5 and 10 years.

## 4.8 Salaries, allowances and increments

This part of the questionnaire was designed to establish how satisfied the respondents were with their salaries, allowances and increments. Table 6 indicates the response given.

**TABLE 6: SATISFACTION WITH SALARY, ALLOWANCES AND INCREMENTS**

	<b>SALARY</b>	<b>ALLOWANCES</b>	<b>INCREMENT</b>
Highly satisfied	-	-	-
Satisfied	2 (10%)	5 (25%)	4 (20%)
Fairly satisfied	13 (65%)	13 (65%)	11 (55%)
Highly dissatisfied	5 (25%)	2 (10%)	5 (25%)
<b>TOTAL</b>	<b>20 (100%)</b>	<b>20 (100%)</b>	<b>20 (100%)</b>

None of the respondents who had formally worked in the public and academic libraries indicated they were satisfied with the salary. Most of them were only fairly satisfied.

As the table reflects none of the respondents were highly satisfied with the salary, allowances and increments. Only 25% were satisfied. However 65% were fairly satisfied with salary and allowances while 55% were fairly satisfied with the increments.

A significant number of respondents (25% and less) were highly dissatisfied with their salaries, allowances and increments.

## **MANAGEMENT**

### **4.9.0 Introduction**

A questionnaire was administered to management with the aim of establishing what managers are doing to manage staff turnover in libraries. It also seek to establish the frustrations in these efforts. In addition, the researcher wanted to know how they have managed to utilize the few staff they have.

### **4.9.1 Staff retention**

Library managers were asked to state reasons given by staff for terminating work with their former employers. Reasons given included lack of promotion prospects and low salary. Special libraries do not have security of tenure so that staff left to seek job security elsewhere. A few mentioned challenging work. In response to what factors lead to staff retention the librarians suggested improvement of salary and promotion. In the universities librarians lack the status enjoyed by other members of the academic staff. This means they cannot hope to share the benefits enjoyed by their counterparts.

### **4.9.2 Managing staff turnover**

Most of the libraries are encouraging library students on attachment. The problem with this is that the students are not learning enough of what they ought to because these libraries usually work that demands urgent attention.

Kenyatta University have a work study programme where they employ students to help in shelving and other clerical duties. The programme has not been dependable because students are not available during examinations. They are also not trained and cannot therefore be expected to perform some duties like indexing and literature searches.

Academic libraries claim to have placed numerous requests to the university administration to replace resigned staff. Nothing has been done for the six years. There are many trained staff who have waited for upto five years without promotion. The library managers have been requesting for these staff to be promoted but action to this end has been slow. In the process they have lost many staff who went in search of greener pastures. The morale of those who have endured has been low.

Special libraries have been trying to negotiate for more attractive contracts to ensure staff do not leave. The public libraries claim that posts are advertised by the public service commission and so there is nothing much they can do.

All the libraries complain that their problem stem from the apparent lack of appreciation of library services by employers. Librarians' status has therefore not been placed at par with other professionals.

#### **4.9.3 Effect on library operations**

Shortage of staff have had adverse effects on all library

operations to a point where several important activities and services are no longer being offered satisfactorily. Some of the academic staff lost about 30 staff between 1989 and 1995. This has led to complaints from both users and staff. There is a backlog at the bindery due to inadequate staff. Books take upto two years in the bindery. This results into certain books being used heavily. Wear and tear is therefore high.

Inadequate staff has also resulted into a backlog of materials requiring cataloguing classification and indexing. Some of the libraries reported a backlog of upto three years behind schedule in indexing. The backlog has serious effect on research and learning activities. Library users cannot have access to properly organised current information.

Shifts (late duties) have been effected in the academic libraries. Staff work lunch time, evening and Saturdays. Those who work on Saturdays take one day the following Monday. Therefore there are days and hours when there will be about 20 staff away. At the same time, staff shortage means there will only be a few staff left to run the library at night. One of the librarians expressed concern of the risk exposed to these staff not to mention the risk to library resources. Work that was performed professionally and proficiently cannot always be done. Target cannot be met and little time is left to attend seminar and workshops.

Staff shortage has also meant spending more time on non-professional duties and less on professional work like indexing, reference service and cataloguing. In the Universities, in addition to acquiring relevant academic and professional degrees library staff are expected to undertake research and publish. However, considering the long hours spent performing library tasks, staff have little time if any to devote on research. Promotion to senior position is dependent on presentation of these publications. Staff morale has gone low which has affected library services.

The special libraries have not suffered much because they are automated and has made work much easier. They also employ a few staff who have to put in alot of work to justify their attractive salary package. Turnover is not widespread in the special libraries. The latter has fewer clients than other types of libraries. However, the library managers still feel they could do with more staff if they are to perform all the duties expected of them.

# CHAPTER FIVE

## CONCLUSIONS AND RECOMMENDATIONS

### 5.0 Background

The purpose of a library is to provide service to the users. Employees are a means by which this service is provided. How well the service is provided will depend on individuals' satisfaction of their needs and interests. Employees will seek alternatives if these needs are frustrated. To control turnover, these needs must be identified and ways and means of satisfying them found for the good of the library and its users.

Turnover has resulted into inadequate staff in most libraries studied. This has serious effect on provision of services. In the academic libraries, it has affected learning, teaching and research. Ways of rectifying the situation must be found, failure to which these institutions are likely to compromise the quality of education to the students.

While carrying out measures of satisfying employees in organizations, many managers often focus on material benefits like salary. Other needs are ignored which are fundamental in individuals' well being.

This study was an investigation of possible causes of turnover. Several factors influencing employees' turnover were identified.

This study revealed that there is correlation between staff turnover and promotion, training prospects, salary and supervision. These are the primary stated reason for resignation. Supervision and job content are also stated reasons although they do not feature prominently. In the face of these problems the respondents seem to have taken advantage of better opportunity elsewhere. In the light of these findings, recommendations were made based on the following headings:-

1. Job content
2. Supervision
3. Training and development
4. Promotion
5. Salary
6. Exit interviews

## 5.1 Job content

This study indicates 10% of respondents leaving their former employer because of discontentment with the job content. Some respondents did not have a job description. The tasks hated most were shelving and other so called 'odd job' in the library. Manual tasks took most of the staff time. Most of the respondents felt that the work assigned to them did not match their interest and aspirations. The respondents expressed preference for indexing, cataloguing and reference services where they could utilize their capabilities.

Library loose staff because they perceive employees in other organizations as having a more meaningful job content. Satisfaction with job content decreases turnover. Professional librarians complained of being engaged in more manual work and less in intellectually involving work. This type of work has adverse effect on the librarians' status, image and self esteem. Royalty to work and to the organization has to do with employees feelings and attitudes to the type of work. However, while appreciating the need for professional staff taking more challenging work, the library managers reckoned that, given the shortage of staff there is lack of a better alternative. However, library managers should not loose sight of the fact that job content has been used as a reason for staff resignation. Individuals have different interests, abilities, aspirations and values. These must be identified so that staff are matched to jobs to ensure fulfilment.

They should also note that individual's interests and value changes. Education, skills and employee expectations will raise as they become more equipped with skills and education. Therefore, they move more towards a stronger desire for meaningfulness. The library managers therefore need to address the following to avoid discontentment and possible resignations:-

#### 1. Job Description

Some staff in libraries and other organizations do not know what their precise jobs are. Workers not only need a job description but also a voice in development of the same.

This makes them appreciate their job content more.

## 2. Standards of Job Performance

In addition to job description workers need to know standards of job performance and expectations against which performance will be judged.

## 3. Job enrichment

Job enrichment allows workers more responsibility and autonomy in performance of their tasks. Job enrichment therefore makes work more meaningful and challenging which is a motivating factor.

## 4. Job rotation

Many libraries practice job rotation. This not only reduces boredom but also produces flexibility. At the same time staff are deployed where there is shortage. Rotation makes staff familiar with the operations of different units. However, those who desire specialization may feel like they are wasting their skills. Library managers should discuss the interest of staff and try to integrate them with the organisational objectives.

## 5. Library automation

Although it is not possible to automate all library operations, automation in our libraries will go a long way solving the problem of staff shortage. It will eliminate boring repetitive work.

## 6. Shift arrangement

Many academic libraries remain open 'unconventional hours'. This has inconvenienced some staff residing far from their work places. It has also interfered with family and other social commitments. The library management should sit down with staff to discuss shifts to suit individuals. There are staff who may be willing to work overtime for pay as long as they are adequately compensated.

## 5.2 Promotion

The study indicates that most respondents left their former employer to fulfil their ambitions in other libraries which promised better chances of advancement. Findings indicate that respondents (65%) left their former libraries because of low promotion prospects.

University and public libraries who participated in the questionnaire say the matter of promotion is beyond their control. Promotion of university librarians is handled by university administration while that of public libraries is handled by the Public Service Commission, which advertise vacant posts. The most that university librarians have done to rectify the situation is to write and meet with university board members.

The issue of promotion takes long and ex-staff have not been replaced in the last six years. Most of library managers attribute the problem to apparent lack of understanding and appreciation of library services.

Findings reflects inappropriate grading in all libraries. This can cause difficulties not only in retaining staff but also in recruitment. Libraries should develop appropriate structure to keep staff interested in the organization.

The highest value placed on promotion calls for employers to take this issue seriously to retain staff. Academic libraries have good training programme but no sooner do the staff complete than they are 'poached' by better paying organizations due to lack of promotion after completion of studies.

Few if any qualified and experienced librarians would join any library if there are no chances for promotion. Most employees will also stay if they know they can advance their career within the organization. Promotion is also essential in developing employees full talents. Staff promotion problems in the libraries emanates from marginalisation of the library profession and the library services. This trend has to change if staff turnover is to be contained. In view of this, the researcher recommends an established criteria for staff promotion which should be based on the following:-

#### 1. Staff appraisal

There should be a periodic staff appraisal to determine good performance. Good performance should earn promotion. Criteria for appraisal should be discussed with the staff so that they are aware of the library's expectations.

## 2. Training

Training should be encouraged and supported to equip staff with the necessary qualifications to merit up grading.

## 3. Long service

Staff should be rewarded by promotion as a recognition for long service. It is an incentive for increased productivity and continued commitment to the organization.

## 5.3 Salary

The findings shows that only a handful of the respondents were satisfied with their salary. Many of the respondents were only fairly satisfied. Although not ranked as highly as training and promotion, salary and allowances (fringe benefits) have been established as contributory factors to turnover. Staff turnover has been attributed to emergence of new private universities other institutions offering competitive salaries. To reduce high turnover in our libraries, the following is recommended:-

### 1. Competitive salaries

Good salaries alone may not guarantee retention of quality staff but employers should be able to offer competitive salaries if they are to reduce loosing staff to other organizations. Supplementary allowances are also important factors and can stimulate the interest of employees and make the organization more attractive.

## 2 Constant salary revision

Salaries need to be revised constantly in order to reflect the current inflationary situation.

## 5.4. Training and development

This study shows the high rating given to training by the respondents. Many of the respondents received training from their former organizations but 39% of those trained were dissatisfied. They would have wished to advance their professional qualifications to meet new challenges, keep in step with

The literature review shows that certificate and diploma holders complain of lack of opportunity for advancement. The study also shows that most people prefer organisations where they are presented with learning opportunities. There are many training institutions that have cropped up in Kenya in the last decade. These include School of Professional Studies (SPS) and Kenya Polytechnic which award diplomas. Kenyatta University is offering a postgraduate degree course in library and information science and a library studies course to Bachelor of Education students. Moi University is offering a degree course in Information Science. In Kenya training is tied to promotion and salary increment. It is also through training that individuals can boost their professional status. In view of this, the following is recommended:-

### 1. Encourage and support training

Those wishing to advance should be encouraged and supported morally and materially to expand their knowledge. Training will not only make retain staff, but also equip them for higher responsibilities. Training helps staff to perform better and also enhances chances for self advancement which are necessary for staff retention.

### 2. Continuing education

Training should be a long life process if staff is to grow and be able to meet new challenges, keep in step with new trends and new ideas. Libraries should therefore afford training opportunities for their staff to maintain skills required for the job.

## 5.5. Supervision

This study indicates that many libraries are practising democratic supervisory style (70% as table 4 indicates). A negligible number said their former organization were autocratic (20%) or semi autocratic(10%). Many respondents expressed the need to participate in decision making. In view of these findings, the following is recommended:-

### 1. Participation in decision making

While decision making does not rank highly in turnover rates compared with other factors like promotion and salary, attachment to the organization is dependent on it.

Participation in decision making is also a valuable asset.

to administrators for eliciting feedback from their staff. It also means delegation of some of their responsibilities to give them room to attend to other matters.

Participation enables the staff to develop competence and achieve the much desired professional growth which is a necessary ingredient for organizational commitment. It helps to integrate individuals to the organization.

## 2. Positive employees/supervisor relationship

Positive employee/supervisor relationship removes communication barriers and enhances information feedback. Employees are encouraged to comment about what is on their minds instead of merely answering questions or taking orders from their supervisors.

## 3. Recognition and acknowledgement of good effort

This study also shows that staff value recognition and acknowledgement for their efforts. Employees need to know when they are on the right track. Most of them receive acknowledgement verbally. However, it will be appreciated more if libraries went further and interpreted this into what staff value most: Salary increment, promotions, training among other things. This is an incentive for staff to put more effort and be loyal to the organization. Acknowledgement also reinforces employees self-esteem.

## 5.6 Exit interviews

Many library managers in this study said they conducted exit interview informally to establish from the departing staff as to their reasons for resignation. Exit interviews will provide clearer picture of problems identified in this study. However, library managers cannot expect to get honest and genuine reasons for resignation by exiting staff, for fear of future reprisals. Exit interview are therefore not adequate source of data for turnover analysis. In view of this I recommend the following:-

### 1. Post exit interviews

Need exists for post-exit interviews for exiting staff. This should be done anonymously. Outside individuals are likely to guarantee neutrality.

### 2. Periodic surveys

Periodic surveys are essential in establishing employee grievances instead of waiting until the staff resigns. Surveys also will determine how well employees are integrated into work. Such surveys will enable library managers to assess what employees expectations and aspirations are.

In each of the above there ought to be an established criteria for evaluation in determining staff satisfaction with the organization and work conditions. It should be based on the some of following factors which have been identified in this study:-

1. Job content
2. Training
3. Promotion
4. Supervision
5. Salary, among others

## 5.7 Conclusion

This study identified causes and conditions influencing turnover. Library managers should be able to focus on these variables and identify where intervention can take place. These are essential for manpower planning like in recruiting proper staff for the libraries.

Library managers must be able to recognise individual needs and interests. For effective running of the library, they should ensure that employees needs are not jeopardized.

It is important for library managers to analyze and understand turnover to contain excessive staff mobility failure to which our libraries could suffer the following consequences:-

1. Disruption of work arrangement structure, for example, extra pressure of work, overtime, and work routine.
2. Reduced productivity during replacement and training of new comers.
3. Decreased dissatisfaction among the few staff left

because of increased work load.

4. Loosing the skills of ex-staff.

5. The cost incurred in recruitment, and training of new staff.

## **5.8 Suggestions for further research**

1. This study was limited to libraries around Nairobi. Research could be expanded to cover a wider zone.
2. The study identified factors influencing turnover. More research should be carried out to investigate more on the effect turnover on library services. At the same, the research identified only a few causes of staff turnover. This researcher believes a further research could come out with more factors influencing turnover.
3. This study concentrated on work factors as causes for turnover. Further research should investigate non-work related factors such as marital status, geographical distance, illness and death among others.
4. The study involved both male and female employees. No attempt was made to establish whether male or female employee are more inclined to leave their jobs. There is need for further research to establish whether gender is a factor in staff turnover and the implications.

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Married  [ ]  
Single  [ ]  
Special  [ ]  
Any other (please specify) \_\_\_\_\_

PART Y

If you have ever held a position of responsibility in a library  
appointment, please indicate the date you resigned  
and a number of other things. Please give your answers on  
IMMEDIATE former library appointment.

For what reason did you leave your previous library? (tick  
one or more boxes) \_\_\_\_\_

# APPENDIX 1

## PART ONE

### QUESTIONNAIRE FOR STAFF

1. Designation-----
2. Highest Qualification  
Academic-----  
Professional-----
3. Marital Status (Please tick)  
Married [ ]  
Single [ ]
4. Type of Library previously worked (Please tick)  
Academic [ ]  
Public [ ]  
Special [ ]  
Any other (please specify)-----  
-----

## PART B

If you resigned voluntarily from your previous library appointment, complete this questionnaire. You could have resigned from a number of libraries. Please base your answers on **IMMEDIATE** former library appointment.

5. For what reasons did you join your previous library? (Tick more than one reason if applicable and rank them 1,2,3,4

in order of importance).

Allowances (medical,travel,car loan etc) [ ]

Training prospects [ ]

Better salary [ ]

The only place available [ ]

Any other reasons (specify)-----

-----

6. Did the library meet the above interests?

Yes [ ]

No [ ]

7. If the answer to number 6 is no, please explain how your previous library failed you in terms of your interest.

-----

-----

-----

8. What reasons caused you to leave your previous library job? (Please choose any 4 below and rank them 1,2,3, and 4 in order of their importance to you).

No promotion prospects [ ]

Dissatisfied with Salary [ ]

Unhappy with Supervision [ ]

Personal conflict [ ]

Job description(vague job description, too wide a job description, etc) [ ]

Better opportunity elsewhere [ ]

Any other (specify)-----

-----

9. What do you consider to be the most important factor in staff retention? (Please choose any four and rate them 1,2,3,4 in order of their importance).

High Salary [ ]

Flexible working hours [ ]

Opportunity for career advancement [ ]

Opportunity for training [ ]

Participation in decision making [ ]

Task variety [ ]

Opportunity for promotion [ ]

Chance for creativity [ ]

Any other (please specify)-----

-----

-----

-----

-----

-----

### JOB CONTENT

10. What did you like most about your previous job? (Please explain).

-----

-----

11. What did you hate most about your previous job? (Please explain).-----

-----

-----

12. What would you have liked to see done to improve your job content? (Please explain).-----

-----

-----

13. Did you feel underutilized? (please tick)

Yes [ ]

14. Please No [ ] reasons for your answer.

14. If the answer to question 13 is yes, please explain.

-----  
-----  
-----

15. Did you feel overworked? (Please tick)

Yes [ ]

No [ ]

16. If the answer to question 15 is yes, please explain.

-----  
-----  
-----

17. In your previous library appointment, did you feel the job description matched your aspirations? (Please tick)

Yes [ ]

No [ ]

18. If the response to question 17 is no, please give reason(s) for your answer.

-----  
-----  
-----

Any others (please specify) \_\_\_\_\_

### SUPERVISION

19. How was the supervisory style in your previous library Job? (Please Tick)

Democratic [ ]

Autocratic [ ]

20. Please give reasons for your response to question 19.

-----  
-----  
-----

21. Did you participate in decision making? (Please tick)

Yes [ ]

No [ ]

22. Did you receive recognition for your efforts from you head?  
(Please tick)

Yes [ ]

No [ ]

23. If the response to question 22 is yes, how was this  
expressed? (Please explain)

-----  
-----  
-----

24. Under what conditions would you be able to perform your  
work better? (Please tick)

More autonomy [ ]

Participation in decision making [ ]

More room for improvisation & creativity [ ]

Any others (please specify)-----

-----

25. Please explain a certain occasion when you felt most  
unhappy with your supervisor.-----

-----

26. Was this resolved? (Please tick)

Yes [ ]

No [ ]

27. If the answer to question 26 is no, please explain.

-----  
-----  
-----

28. If the answer to question 27 is Yes, please explain.

-----  
-----  
-----

### **TRAINING AND DEVELOPMENT**

29. Did you expect any form of training when you joined your previous library? (Please tick)

Yes [ ]

No [ ]

30. Were you encouraged to seek training in your previous library? (Please tick)

Yes [ ]

No [ ]

31. Did you receive any form of training in your previous library? (Please tick)

Yes [ ]

No [ ]

32. If the answer to question 31 is yes, were you satisfied with the training received? (Please tick)

Yes [ ]

No  [You receive any promotion]

33. If the answer to question 32 is no, please explain what you expected.-----  
-----  
-----

34. If you did not receive any training, please explain the reasons.-----  
-----

35. Did you attend short courses? (Please tick)

Yes

No

36. If the answer to question 35 is no, please explain.-----  
-----  
-----

37. Did you attend conferences/workshops? (Please tick)

Yes

No

38. If the answer to question 37 is no, please give reasons.  
-----  
-----

### PROMOTION

39. How long did you stay in your previous library job? (Please tick)

Less than 5 years

Between 5 and 10 years

Between 10 and 15 years

Over 15 years

40. Did you receive any promotion? (Please tick)
- Yes [  ]
- No [  ]
41. If the answer to question 40, is yes from what position to what position were you promoted?-----  
-----  
-----
42. What criteria was used for your promotion?-----  
-----  
-----
43. If you received promotion, how long did you stay before your next promotion? (Please tick)
- Did not get another promotion [  ]
- Less than 5 years [  ]
- Between 5 and 10 years [  ]
- Over 10 years [  ]

### **SALARY**

44. How satisfied were you with your salary in the previous library? (Please tick)
- Highly satisfied [  ]
- Satisfied [  ]
- Fairly satisfied [  ]
- Highly dissatisfied [  ]
45. Did you receive other allowances? (Please tick)
- Yes [  ]
- No [  ]

46. If the answer to question 45 is yes, which benefits?

Medical [ ]

Entertainment [ ]

Others (Specify)-----

47. How satisfied were you with the benefits? (Please tick)

Highly satisfied [ ]

Satisfied [ ]

Fairly satisfied [ ]

Highly dissatisfied [ ]

48. How satisfied were you with the annual increments? (Please tick)

Highly satisfactory [ ]

Satisfactory [ ]

Fairly satisfactory [ ]

Highly dissatisfactory [ ]

What reasons were given for leaving?

5. How would you rate the staff?

6. What factors contribute to this?

## APPENDIX 2

### QUESTIONNAIRE FOR LIBRARY MANAGERS

1. Is staff turnover widespread in your library? (Please tick)  
Yes [    ]  
No [    ]
2. What reasons would you attribute to high staff turnover?  
-----  
-----  
-----
3. What mechanism do you use to establish from leaving staff their reasons for resignation?  
-----  
-----  
-----
4. What reasons are mainly cited for leaving?  
-----  
-----  
-----
5. What period did you loose most staff?-----  
-----
6. What factor would you attribute to this high loss?  
-----  
-----  
-----
7. Have staff behaved unusually before tendering their resignation? (e.g. lateness, absenteeism, tardiness etc.)

(Please explain)-----  
-----  
-----

8. What category of staff is most affected by turnover?

(Please tick)

Professional staff [ ]

Para professional staff [ ]

Non-professional [ ]

9. Do you think those staff that leave your library are justified?

Yes [ ]

No [ ]

10. What steps have you been taking to manage turnover?-----  
-----  
-----  
-----

11. Explain your frustration in your bid to retain staff.-----  
-----  
-----  
-----

12. What do you consider to be the most important factors in keeping staff interested in the organization?  
-----  
-----  
-----

13. In what ways has turnover of staff affected the library operations?-----  
-----