

Effect of demographic factors on turnover pattern and retention of library staff in academic libraries of Ethiopia

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Abstract

Demographic factors affect the turnover pattern and retention in academic library staff in Ethiopia. The factors include - designation, gender, and age, working experience, aspiration and years to remain in the academic library services. The aim of the study is to investigate and establish the factors that lead to library staff turnover pattern and retention due to demographic factors across the academic libraries in Ethiopia. A Cross Sectional Survey was used to investigate the staff development and staff training programs as they relate to turnover pattern and retention of staff in Academic Libraries in Ethiopian Universities. The study was conducted nationwide by employing a purposive sampling technique to involve its sample size of 6 academic institutions (comprising of 4 public and 2 private Universities). Questionnaire, interview, document analysis and observation were used for the purpose of data collection. The data was analyzed by using statistical software SPSS version 20 and interpretation made to get the required findings. The finding of the research showed that demographic factors are instrumental to library staff turnover and retention in Ethiopia academic libraries. The researchers conclude data demographic factors affect library staff in Ethiopian Universities.

Keywords: Staff development, library staff turnover, retention, demographic factor.

1. Introduction

Demographic factors are used to show age, gender, marital status, and educational qualifications have important effects on career commitment. They can influence turnover pattern and retention in library environment. If an organization is to be successful, it must continue to satisfy employees' requests to make them committed to their work. Committed employees are more innovative and creative. So that, demographic variables such as age, gender, marital status, and academic qualification are very important factors in career commitment. They also submit that an older person may be more committed than a younger person who may change jobs as more readily^[1,2].

The effects of demographic factors are instrumental to library staff turnover and retention in universities' academic libraries in Ethiopia. The factors include - designation, gender, and age, working experience, aspiration and years to remain in the academic library services. It found to be instrumental of library staff turnover pattern and retention in the academic libraries of universities in the country contributes significantly to academic development that has to do with activities that range from research, study, learning and meeting the national principles for establishing the tertiary institutions, which is to provide education to the citizenry for national development; economically, educationally, socially, morally, politically, scientifically and technologically. It is when there is a favorable and conducive environment that inputs and outcomes from service providers that organizations would think of meeting their desired objectives.

The core aim of this work is to recommend the effect of demographic factors, which are significant to the progress of library staff retention in libraries be given necessary attention by contentiously and deliberately be provided; especially

when staff development and training is directly linked to promotions, job evaluations and performance assessment.

1.1. Statement of the Problem

Demographic variables also had a significant correlation with career commitment in the case of employees in the Osun State civil service^[3]. They submit that gender, age, marital status, job tenure, and educational level should be considered germane to career commitment. Job satisfaction and corporate commitment of workers have been the topics of many studies in the fields of organizational behavior and information management. Due to demographical factors library turnover and retention is increasing in Ethiopian universities.

To address the above problem of demographic factors that force staff turnover pattern and retention in academic libraries in Ethiopian Universities - the following research question was posed for possible answers:

- What are those demographic factors that influence the turnover pattern and retention among library staff of academic libraries in public and private Universities of Ethiopia?

1.2. Objective

The main aim of this study is to investigate the factors that lead to library staff turnover pattern and retention due to effect of demographic factors across the academic libraries of the Ethiopian Universities workforce.

1.3. Scope

The scope of the study was nationwide but limited to staff turnover pattern and retention in academic libraries in Ethiopia universities due to effects of demographic factors. However, it

was limited to seven universities comprising of four (4) public (Adama University (ADU), Addis Ababa University (AAU), Hawassa University (HU) and Jimma University (JU),) and three (3) private (St. Mary's University (SMU) and Alpha University (AU)), with 700 subjects that were 658 library staff and 42 policy makers. But due to logistic reasons the researchers had to delimit the scope to 6 universities, comprising of 4 public and 2 privates, with 600 subjects from which 564 were library staff and 36 policy makers.

2. Literature Review

The demographic factor is a characteristics assigned to age, sex, education, income, marital status, job, religion, birth rate, death rate, family size, and marriage age. It is done to every member of the population. Conceptually, the study based on the effect of demographic factors on turnover pattern and retention in academic library staffs of Ethiopian universities.

Academic libraries have special characteristics and functions of their own, which give the academic librarian a special responsibility for professional growth. The basic purpose of an academic library is to support academic programmes of the parent institution. In other words, the primary characteristic of a good academic library is its complete identification with its own institution. The measure of its excellence is the extent to which its resources and services support the institution's objectives. The academic library should and does promote the necessary means to support the institution's objectives. These methods require that academic librarians must be willing to go beyond acquiring and making available the usual library materials in establishing innovative library services, such services that may vary from one library to another and from one librarian to another for the basic purpose of translating the institution's objectives into meaningful services^[4].

The study conducted by Saheed and Olalekan indicated that libraries serve as communication agency, it is imperative to examine some factors that determine the effectiveness of communication in library setting. The knowledge and application of demographic factors (age, gender, educational background, culture and income) are important to the effectiveness of communication of library personnel which will in turn bring efficient library and information service delivery. In order to be able to perform organization should critically look at cultural background, level of education as well as other socio-economic factors of personnel and know how best they can satisfy them^[4].

The research by P.M.S.P. Yapaa and his colleagues found that civil status and age were the most significant factors affecting the job satisfaction and gender and level of education has no significant affect on job satisfaction. The job satisfaction of unmarried staff was higher than the married staff and job satisfaction of unmarried staff was 9.8 and job satisfaction of unmarried staff was 8.7 out of 20. The younger staff members

(age group 20-40) were more satisfied than older staff members (Age group 41-60) and the satisfaction values were 9.5 and 8.6 out of 20 respectively. The unmarried laborers have the highest job satisfaction of 11.1 out of 20 and older technical staff members have the least job satisfaction of 7.98 out of 20. Findings of this research are important to policy makers of higher education system^[5].

Demographic factors are reasons for turnover and retention in academic library staff. Turnover and retention are characterized by two variables: job satisfaction/dissatisfaction and opportunity. By job satisfaction/dissatisfaction (the push), employees have positive/negative and effective attitudes towards their job. On the other hand, opportunity (the pull) extends alternative occupational roles that are available on the job. If there are no job satisfaction and opportunities to grow on the job; there could be voluntary or involuntary turnover, which might lead to lack of staff retention on the job^[6].

3. Research Method

The research method used for the study was a cross sectional survey method with documentary analysis to indentify demographic factors; as well as the turn-over rate among professional librarians and non-professional library staff in the academic libraries of the Ethiopian Universities.

3.1. Population, sample size and sampling techniques

Of the 30 public and private universities with 102 public and private colleges, the researchers selected their sample from the 30 public and private Universities' academic libraries and excluding the 102 colleges in Ethiopia.

However, the sample size for the study was seven (7) public and private academic libraries in Ethiopian universities, which in-turn brought the sample size of respondents to 700. Of this sample, four (4) from public Universities and three (3) from private universities in the country. The sampling technique applied was proportional and purposive sampling techniques with particular reference to quota sampling techniques in the case of the sample sizes of both concerned seven (7) universities/academic libraries and the subjects involved in the study. The involved institutions were proportionally selected from the clustered 22 public and 8 private institutions respectively. Furthermore, the individual universities were selected purposively.

3.2. Data Collection

The survey nature of the study involved the use of questionnaires, interviews, observations and documentary sources as instruments for data collection. With the instruments employed for the study, quantitative, qualitative and documentary approaches for data analysis were used.

Most respondents from the universities were shown in table 1 below:

Table 1: Institutions and subjects involved in the study

Institutions	Respondents from Institutions		Totals
	Library staff (Professionals and non-professionals)	Policy makers	
Addis Ababa University (AAU)	18	3	21
Adama University(ADU)	87	4	91
Hawassa University(HU)	64	2	66
Alpha University(AU)	6	2	8
St.Marry University(SMU)	29	4	33
Jimma University(JU)	90	6	96
Total	294(93.3%)	21(6.7%)	315(100%)

3.3. Data analysis procedure

Quantitative analysis

Data collected using questionnaires were edited, reduced to quantitative data, summarized, coded and entered in the Statistical Package for Social Sciences (SPSS) computer software Version 20.0 and later analyzed. Descriptive and inferential statistics such as frequencies, percentages, means, Cross-tabulations, and Analysis of variance (ANOVA) were used to display data and later in writing the study results.

Qualitative analysis

The study employed the qualitative and quantitative components to assess the stakeholders' understanding of demographic factors on turnover pattern and retention of staff in the academic libraries of Ethiopia Universities.

Documented sources and observational data: Structural analyses were employed in the analysis of documented information and qualitative data collected during the study. Data presentation

The data presentation in the study report used tables and figures to form the basis for results and discussions. After each table or figure was presented the result and discussion was presented to answer the research question.

4. Results and Discussions

This section presents the statistical data analysis on the study. It was organized using headings and subheadings under response rate and statistical analysis.

4.1. Response rate

4.1.1. Institutions and subjects of the study

Of the 7 (100%) institutions (AAU library system, ADU library system, AU library system, JU library system, HU library system, SMU library system and Unity University library system) and 700 subjects involved in the study. Unity University library system was withdrawn by the researchers in the study; due to the schedule time for the study was wasted waiting for the policy makers. Hence, the researchers delimited the study by withdrawing the involvement of Unity University library system and its subjects from the data collection strategy. This delimitation brought the number of the universities and/or academic libraries to 6 (95.6%).

However, with the withdrawal of one university in the study, the researchers considered the 6 (100%) of the participating universities and/or academic libraries and 600 subjects as sample population for the study. Nonetheless, only 315 (52.5%) subjects responded to the questionnaires distributed and collected. This figure comprised of 294(93.3%) library staff and 21(6.7%) policy makers as in table 1 on institutions

and subjects involved in the study. It is important to note that the actual respondents' were supposed to be professional librarians, non-professional library staff and policy makers but most libraries did not have professional librarians and some had fewer library workers as opposed to the estimated figure of 100 subjects required from each academic library to complete the questionnaires. The researchers still considered the 315 (52.5%) respondents as representative and reasonable enough to continue with the nationwide study for generalization in the country.

From table 1 above, 294 respondents were library staff (Professionals and non-professionals) of the six institutions. However, investigations revealed that collecting completed questionnaires from branch libraries located in satellite campuses were a problem. In which case, the interview session were mostly represented by the non-professional staff; whose opinions that would have been gathered through questionnaire were entertained via the mass interviews held.

Of the policy makers' responses, 21 were involved in the study. Since the policy makers would find attending to research data collection instruments as a most committed area of an institution because of the expected outcome of the research report that might help in problem solving for the institution or others within the country.

4.2. Demographic Factors that influence turnover pattern and retention in academic libraries of Ethiopian Universities

Library staffs were requested to provide demographic information on their designation, gender, age, and marital status, educational qualifications, working experience, aspiration and years to remain in the service of the academic libraries. The researchers consider this demographic information as very pertinent to influencing library staff turnover pattern and retention among academic libraries in Ethiopian public Universities. Tables 2-10 provide descriptive analyses on the demographic factors that influenced the turnover pattern and retention among library staff of academic libraries in public and private Universities in Ethiopia. Inferential statistical analyses using the One Way ANOVA to compare the means of the demographic and other factors on turnover pattern and retention among academic libraries in Ethiopia public and private Universities to know of the statistical significant difference were applied. Moreover, the Post Hoc multiple comparisons test using the Scheffe test was also applied on those overall F-statistics that were significant in order to determine which of the specific means of the factors that exacted the effect.

4.2.1. Designation of library staff

Of the 294 respondents involved in the study, table 2 shows the designation of library staff that could influence turnover and retention in academic libraries of public and private universities in Ethiopia.

Table 2: Designation of library staff respondents involved in the study

Designation	Frequency	Percentages
Librarians	62	21.1
Information specialist	14	4.8
Library officers	6	2.0
Assistant library officers	11	3.7
Library clerks	6	2.0
Library assistants	75	25.5
Library attendants	95	32.3
Others	19	6.5
No Response	6	2.0
Total	294	100%

The designation of library staff according to table 2 shows professional librarians 62 (21.1%), information specialists 14(4.8%), library officers 6(2%), assistant library officers 11(3.7%), library clerks 6(2%), library assistants 75(25.5%), library attendants 95(32.3%) and others who are cleaners 19(6.5%).

A statistically significant difference was found among the public and private academic libraries of the Ethiopia universities on the designation of library staff that include professional librarians, information specialists, library officers, assistant library officers, library clerks, library assistants, library attendants and cleaners, the summary one way ANOVA in Appendix I below shows library attendant is highest and followed by Library Assistant; $F(5, 282) = 4.59, p = .000$. The Post Hoc Scheffe tests indicate that the public and private academic libraries of the Ethiopia universities on the designation of library staff differ significantly ($p \leq .05$).

However, the researcher can conclude that the library staffs designation involved in this study that include professional librarians, information specialists, library officers, assistant library officers, library clerks, library assistants, library attendants and cleaners could be influenced by the turnover pattern and retention in academic libraries of public and private universities in Ethiopia. These categories constitute the workforce whose services were mostly felt by the library users and require generic skills and others such as communication skills, problem solving skills, time management skills, and knowledge and competency skills. In the absence of staff training and development; frustration will brew rejection and rejection leads to abandonment of responsibilities, which will generally lead to staff turnover pattern but with the provision of the training and development there could be staff retention in their work environment.

Librarians, especially newly qualified librarians, will need in-house and competence-based training. They may have professional training in library and information science schools but in most cases will have had very little experience or opportunity to put theory into practice.

4.2.2. Gender of library staff respondents

Table 3 reflects the gender of library staff respondents in the study.

Table 3: Gender of respondents involved in the study

Gender	Frequency	Percentages
Males	137	46.6%
Females	153	52%
No response	4	1.4%
Total	294	100%

Table 3 shows that the female respondents constitute 52% and their males' counterparts were 46.6% respondents. This figure may not be surprising because all library cleaners as indicated in table 2 on designation of respondents showed that the cleaners constitute 6.5% and they were all females.

A statistically significant difference was found among the public and private academic libraries of the Ethiopia universities on the gender of library staff that include male and female, the summary one way ANOVA in Appendix I shows; $F(5, 284) = 3.23, p = .007$. The Post Hoc Scheffe tests indicate that the public and private academic libraries of the Ethiopia universities on the gender of library staff differ significantly ($p \leq .05$).

52% females in academic libraries in Ethiopia goes to show the favorable degree of gender representation in the workforce as compared to the study on *Women in Faculties of Teacher Training Institutions in Ethiopia* described the percentage of women lecturers as dismally low, averaging 2.8% of the total [7].

4.2.3. Age range of library staff

Table 4 reflects the age range of respondents in the study.

Table 4: Age range of respondents involved in the study

Age range	Frequency	Percentages
Below 30 years	228	75.5%
30-40 years	44	14.6%
40-50 years	15	5.0%
Above 50 years	2	.7%
No response	5	1.7%
Total	295	100%

From the 294 respondents, 228 were within the age range of below 30 years, i.e., 75.5% followed by the age range 30-40 years 14.6%, whereas, the least 0.7% were 50 years and above.

A statistically significant difference was found among the public and private academic libraries of the Ethiopian universities on the age range of library staff that are below 30 years, 30-40 years, 40-50 years and above 50 years, the summary one way ANOVA in Appendix I shows that the age range of below 30 years is the highest with 75.5% and is followed by 30-40 years (14.6%) age range; $F(5, 283) = 16.78, p = .000$. The Post Hoc Scheffe tests indicated academic libraries of the Ethiopia universities on the age range differ significantly ($p \leq .05$).

The result shows that the age range was below 30 years, which depicts a possible category of staff turnover because they are young, very marketable, may have no family ties, may be enthusiastic in acquiring professional training for better job opportunity and would easily be picked up for a better job elsewhere based on acquired qualification rather than staying in a job with less pay.

4.2.4. Marital status of respondents

The marital status of the library staffs' respondents is reflected in table 5.

Table 5: Marital status of respondents involved in the study

Marital status	Frequency	Percentages
Single	188	63.9%
Married	102	34.7%
Others	1	.3%
No response	3	1%
Total	294	100%

Of the 294 respondents, 188 (63.9%) were single, while the least 1 (.3%) were others. Others here referred to those who were once married but divorce or widows. 3(1%) did not responded to the question.

A statistically significant difference was not found among the public and private academic libraries of the Ethiopia universities on the marital status of library staff that include single, married and divorced or widows, the summary one way ANOVA in Appendix I shows; $F(5, 285) = 2.09, p = .066$. But the Post Hoc Scheffe tests indicate that the public and private academic libraries of the Ethiopia universities on the marital status of library staff differ significantly ($p \leq .05$).

4.2.5. Educational qualifications of respondents

Respondents were requested to tick as many options as appropriate on the educational qualifications they possess. Table 6 shows the educational qualifications of the respondents.

Table 6: Educational qualifications of respondents involved in the study.

Educational qualifications	Frequency	Percentages
Less than Grade 10	1	.3%
Grade 10 – 12 completed	24	8%
Diploma in library science certificate	56	18.7%
Diploma in other discipline	150	50%
BLS; BSc (Information studies/science)	21	7%
Degree in other discipline	41	13.7%
MLS; Msc (Information science)	3	1%
Master Degree in other discipline	3	1%
PhD (Library and Information Science)	0	0%
PhD in other discipline	0	0%
Others	1	.3%
Total	300	100%

From the 300 responses in table 7, the educational qualifications of the library staff in the academic libraries rang from Less than grade 10 1(.3%), grade 10 – 12 completed 24(8%), diploma in library science certificate 56(18.7%), diploma in other discipline 150(50%), BLS or BSc (Information studies/science) 21(7%), degree in other discipline 41(13.7%), MLS or Msc (Information science) 3(1%), Master degree in other discipline 3(1%) and others included staff without any certificate 1(.3%).

Surprisingly, the result shows that no library staff with PhD in library or information science or in any other discipline, while the highest response was 150 (50%) diploma holders from different disciplines that comprises Information Technology, Computer science, English, Business, etc. The expectation was for majority of staff would be professional librarians and para-

professionals with degree and diploma respectively to be more in the academic libraries for quality services but the table shows 56 (18.7%) hold diploma certificate in library science, while 21 (7%) had degree in library science or its equivalent.

Also, the educational qualification status in the academic libraries cut across the public and private Ethiopia universities. Addis Ababa University library system defined a professional librarian as one with first degree but the American Library Association definition of a qualified librarian as one with a master's degree. These definitions has forced the researchers to conclude that the academic libraries in the Ethiopia tertiary institutions as not only being handicap of professional and para-professional library staff but would be a huge impediment to their services, very prone to staff turnover pattern with less retention in the environment. In these circumstances, there would be no staff encouragement, training and competition for professionalism status; as well as career development would be near to zero [8,9].

The study conducted by Mammo observed the acute shortage of para-professionals in Ethiopia academic libraries, which landed him to an issue of status of paraprofessionals as "not clear because they are neither academic staff nor administrative staff. Such indecision in recognizing their position not only serves to demoralize them but also has an adverse effect on recruiting new employees. As a result, failure to recognize their position has aggravated the existing shortage of paraprofessionals in the library. This is an issue about valuing professionals and trusting their roles as critical elements that can add value and bring about transformation in the library. Due to the acute shortage of professional librarians in Ethiopia, Hawasa university library system and Addis Ababa University libraries are recruiting computer science graduates to work in the libraries. This is a trend that presses for a philosophical debate as to whether having professional librarians or graduates from other related fields are appropriate?" This dilemma in not only status of paraprofessionals but also recruitment of computer science graduates to work in academic libraries (as librarians or what?) and shortage of professional librarians in academic libraries adds up to problem of staff turnover and retention. People take up appointments in organizations based on their anticipated benefits (economic, psychological, social, etc.) they expect to get [10].

4.2.6. Working experience of respondents

The working experiences of the respondents are shown in table 7.

Table 7: Working experiences of respondents involved in the study

Working experience	Frequency	Percentages
Below 5 years	207	70.4%
5-10 years	59	20.1%
Above 10 years	23	7.8%
No response	5	1.7%
Total	294	100%

Of the 294 respondents in table 8, 207 (70.4%) had their years of working experiences below 5years, 59 (20.1%) were between 5-10 years and 23 (7.8%) were above 10 years; while 5 (1.7%) of the respondents did not respond to the question.

A statistically significant difference was found among the academic libraries of the Ethiopia universities on the working

experience of library staff, the summary one way ANOVA in Appendix I shows; $F(5, 283) = 14.34, p = .000$. The Post Hoc Scheffe tests indicate that the academic libraries of the Ethiopia universities include the years below 5 years, 5-10 years and above 10 years of library staff differ significantly ($p \leq .05$).

We could conclude that the library staffs working experience involved in this study that include the years below 5 years, 5-10 years and above 10 years could be influenced by the turnover pattern and retention in academic libraries in Ethiopia.

Table 7 again shows that the result on working experience may imply a very serious consequence on library staff retention in the academic library services, since the civil service staff development and staff training policy in Ethiopia stress on a staff having to have permanent appointment before having the chance for such a benefit. Fewer years in the service is a disadvantage in this respect. This might as well bring about mass exodus for greener pastures or lucrative jobs elsewhere.

4.2.7. Aspirations for respondents

Respondents were requested to indicate their aspirations in the next 2 years as shown in table 8.

Table 8: Aspirations of respondents in the next 2 years

Aspirations	Frequency	Percentages
Promotion to the next rank	54	18.4%
Appointment as head of department	17	5.8%
Transfer to better job	207	70.4%
Retirement	2	0.7%
Other	8	2.7%
No response	6	2%
Total	294	100%

The Aspiration of library staff on table 9 shows that 207 (70.4%) would want a transfer to a better job, with 2 (0.7%) preferring a retirement.

A statistically significant difference was found among the public and private academic libraries of the Ethiopia universities on the aspiration of library staff in the next two years, the summary one way ANOVA in Appendix I shows; $F(5, 282) = 6.47, p = .000$. The Post Hoc Scheffe tests indicate that the academic libraries of the Ethiopia universities on the aspiration of library staff in the next two years and involved in this study that include having a promotion to the next rank, appointment as head of department, transfer to a better job, and retirement of library staff differ significantly ($p \leq .05$).

The researcher concluded that the library staffs aspiration of library staff in the next two years and involved in this study that include having a promotion to the next rank, appointment as head of department, transfer to a better job, and retirement could be influenced by the turnover pattern and retention in academic libraries of in Ethiopia.

This result implies dissatisfaction in the job environment and such staff retention may be difficult except better operational incentives are put in place like staff development program to enhance career progression and job satisfaction, retention of staff in the library would not be visible.

4.2.8. Years to remain in the academic library

Respondents were requested to indicate the years they would want to remain in the academic library as reflected on table 9.

Table 9: Years to remain the academic library

Years	Frequency	Percentages
Less than 3 years	125	42.5%
3-6 years	55	18.7%
6 years and above	61	20.7%
Other	34	11.6%
No response	19	6.5%
Total	294	100%

Of the 294 respondents, 125 (42.5%) indicated remaining in the services of the academic library for less than 3 years, while 3-6 years 55 (18.7%), 6 years and above 61 (20.7%); while others 34 (11.6%) indicated that “God will determine the number of years” and some were “undecided”. But 19 (6.5%) did not respond to the question.

A statistically significant difference was found among the academic libraries of the Ethiopian universities on the number of years (i.e. less than 3 years, 3-6 years, 6 years and above) of the library staff to remain in the academic library, the summary one way ANOVA in Appendix I shows; $F(5, 269) = 4.28, p = .001$. The Post Hoc Scheffe tests indicate that the academic libraries of the Ethiopian universities on the gender of library staff differ significantly ($p \leq .05$).

Therefore, the researcher conclude that the library staffs number of years (i.e. less than 3 years, 3-6 years, 6 years and above) involved in this study could be influenced by the turnover pattern and retention in academic libraries in Ethiopia.

The result in this response corroborates the response on the aspiration of library staff in the next two years, where most respondents 211 (67%) wanted a transfer to a better job. This implies a negative acceptance of library job by the library staff. For a better attitude and perception toward the library work, professionals need to build up the image of the profession, while the academic libraries must create a better environment through providing equal treatment of library staff with their counterparts working within the same institution.

4.3. Relationship of demographic factors that could influence staff turnover patterns and retention among library staff of academic libraries in Ethiopian universities.

On the summary one way ANOVA result on the demographic factors that could influence staff turnover patterns and retention among library staff of academic libraries owned by public and private universities in Ethiopia, found a statistically significant difference in the relationship among the public and private academic libraries of the Ethiopian universities that include: AAU, AU, HU, AUC, SMU and JU on the factors that include: designation, gender, age range, working experience, aspiration for the next two years and number of years to remain in the academic library.

However, the summary ANOVA test and Post Hoc Scheffe tests for multiple comparisons and the homogeneous subsets indicate that the library staff of public and private academic libraries of the Ethiopia universities that include: AAU, AU, HU, AUC, SMUC and JU on all the demographic factors in appendix “H” differ significantly at $p \leq .05$).

4.2. Conclusion and Recommendation

From this nationwide and detailed research work, the researchers can conclude and recommend that; the demographic factors found to be instrumental of library staff turnover pattern and retention in the academic libraries of universities in the country counts significantly to the development of academic environment that has to do with activities that range from research, study, learning and meeting the national principles for establishing the tertiary institutions, which is to provide education to the citizenry for national development; economically, educationally, socially, morally, politically, scientifically and technologically. It is when there is a favorable and conducive environment that inputs and outcomes from service providers that organizations would think of meeting their desired objectives. Hence, the researchers recommend that the above observed factors, which are significant to the progress of library staff retention in libraries be given necessary attention by contentiously and deliberately be provided. To also serve as a useful tool to staff motivation and incentives and salary increase based on the nature of training, professional recognition and acknowledgement.

5. Reference

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