

Core Work Values of Librarians & their Intent to Leave

Genna M. Mehoy¹, Rico B. Maghuyop^{2*}

University of Mindanao Professional Schools, Davao City, Philippines

¹gmehoy@yahoo.com

²ricomaghuyop@gmail.com

*Corresponding Author

Abstract- *The intention of this study was to determine if there is significant relationship between core work values of librarian and their intent to leave. Through non-experimental quantitative research design utilizing descriptive-correlational technique, mean, Pearson r, Regression analysis, and universal sampling technique with one hundred librarians as respondents. The researcher used the core work values questionnaire and intent to leave questionnaire. The study revealed a very high level of core work values of librarians in terms of work to serve the public, work towards common goals, work to the best of abilities, and valuing and respecting each other. The level of intent to leave of the librarians is moderate in terms of perceived alternative employment opportunities, job hopping, and turnover intention. No overall significant relationship was observed between the core work values of librarians and their intent to leave but there were significant relationships in some of their respective indicators. It was noted that among the indicators of core work values, work towards common goals best predicts intent to leave.*

Keywords- *Library Science; Core Work Values; Intent to Leave; Librarians; Philippines*

1. RATIONALE

Academic librarians are becoming an aging population. As a result, the workforce is shrinking. It is necessary to investigate the dynamics of the organization to gain some insight on how to attract and retain a new generation of librarians with values, as well as skills and abilities that will lead the academic library into the future. Libraries must provide the structure that recognizes the strengths of librarians as professionals and innovators, and allow them to grow and develop as they provide the resources and services that make them indispensable to the university community (Burd, 2003)[9].

In the United States of America the same scenario exists. There is an on-going concern that when the academic institutions failed to retain the librarians in their current work, it becomes a big loss, and even worst things is they leave their profession; the losses may either be on employee or employer. These losses comprise the very clear economic reasons. The employer might force to recruit, hire and train new information professionals, as well as to develop programs and provide personnel support to one person who has been trained for a specific position (Rathbun-Grubb, 2009)[44].

In the Philippines, it has been a scenario that one librarian transfers from one workplace to another due to high demand for licensed librarians especially those who have Master's degree in the field. This is happening due to the standard set by the Commission on Higher Education (CHED) which is requiring all Higher Education Institutions (HEIs) to have full-time licensed librarians with Master's degree in Library and Information Science. In terms of accreditation, FAAP requires head

librarians to have a Master's degree in the same field. Hence, most of the licensed librarians with the said qualification transfer to other institutions which provide higher pay and more attractive fringe benefits (David, 2011)[14].

In Davao City, the same scenario has been happening. The city is experiencing the scarcity of librarians; hence, lots of job opportunities await for librarians to transfer to other workplace. Peralejo (2013)[41] reported in one of the conferences held in the City that librarians transfer from one workplace to another because lots of better opportunities await them. As a matter of fact, the offering of Bachelor of Library and Information Science has been emphasized by the Commission on Higher Education (CHED) as one of the priority courses. One important upgrading is to put the said program under the tutelage of the Information Technology Education (ITE) so that it would be marketable to the prospective students along with the other programs of the said field (Bacani, 2014)[5]. Along this line, the researchers are interested to determine the level of librarians' intent to leave their respective organization where they worked using the indicators explored. Through conducting further examination of the core work values of librarians, it may provide insights as to how library organizations fascinate and retain their respective librarians. Moreover, library schools and school administrators will have an idea why these phenomena are happening and how the core work values affect to their intent to leave their current jobs.

2. RESEARCH OBJECTIVE

The purpose of this study was to determine if there is a significant relationship between core work values of librarians and their intent to leave. Specifically, it sought answers of the following objectives:

- To describe the level of core work values among librarians in terms of:
 - work to serve the public;
 - work towards common goals;
 - work to the best of abilities; and
 - valuing and respecting each other.
- To ascertain the level of intent to leave among librarians in terms of:
 - perceived alternative employment opportunities;
 - job hopping; and
 - turnover intention.
- To determine if there is a significant relationship between the core work values among librarians and their intent to leave.
- To determine which domains of the core work values of librarians best predict their intention to leave.

3. HYPOTHESIS

The following null hypotheses were tested at 0.05 level of significance:

- There is no significant relationship between the core work values among librarians and their intent to leave.
- The domains of the core work values of librarians do not influence their intention to leave.

4. RESEARCH DESIGN

This study employed the quantitative non-experimental research design using the descriptive-correlation technique. In this research design, the researcher shall be able to determine if there is a significant relationship between core work values of librarians and their intent to leave. According to Johnson and Christensen (2008)[24] descriptive-correlation technique is a research design used when two variables are to be correlated with the purpose of determining if significant relationship exists. Out of the statement of the author, this means that this particular research technique is indeed appropriate for the current study which has an objective to determine if there is significant relationship exist between core work values of librarians and their intent to leave.

5. POPULATION AND SAMPLE

The respondents of this study were the 100 librarians who are currently working in all types of libraries such as academic, school, public, and special which are all situated within Davao City. They were chosen as respondents because the researcher wanted to find out the level of core work values of librarians and their intent to leave. Further, the respondents were able to understand the content of the

survey questionnaire and they had the capacity to interpret based on their work experiences. Furthermore, universal sampling method was used in determining the number of the respondents.

6. RESEARCH INSTRUMENT

This study utilized a standardized questionnaire with some modifications to suit the current investigation. The researcher have read some reviews, abstracts, and journal articles both print and electronic which are related to the study in order to determine the appropriate variables and indicators to be included for the study. The questions on core work values of librarians were derived from the New York State Library/University of the State of New York - New York State Education Department (2014) which was placed in the part 1 of the survey questionnaire. For the intent to leave was patterned from the study of Kumar and Govindarajo of Othman Yeop Abdullah Graduate School of Business of University of Utara, Malaysia, Sintok, Kedha, Malaysia entitled "Instrument Development: Intention to Leave Instrument (ILI)" which shall be placed in the part 2 of the said questionnaire. The questionnaires were validated by the expert for construct validity, and have an overall mean score of 3.96 which is described as very good. The Cronbach Alpha also resulted to 0.925 which denoted high reliability.

7. RESULTS

7.1. Level of Core Work Values among Librarians

Presented in Table 1 are the responses regarding core work values of librarians. The results revealed an overall mean score of 4.84 or described as very high rating that means the core work values of the respondents was always manifested. The score was derived from the mean scores of 4.85 or very high rating in work to serve the public, 4.85 or very high rating in work towards common goals, 4.86 or very high rating in work to the best abilities, and 4.83 or very high rating in valuing and respecting each other.

Table 1: Level of Core Work Values among Librarians

Indicator	SD	Mean	Descriptive Level
Work to Serve the Public	0.29	4.85	Very High
Work Towards Common Goals	0.35	4.85	Very High
Work to the Best of Abilities	0.26	4.86	Very High
Valuing and Respecting each Other	0.45	4.83	Very High
Overall	0.26	4.84	Very High

Based on the result, the first indicator generated 4.85 mean rating or very high in work to serve the public. The cited overall mean score was the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study. This was demonstrated by having

frequent work to serve the public among the librarians. The librarians deliver the highest service quality possible, treated their clientele in a professional manner, provide friendly, courteous, prompt, and professional customer service, train the staff to provide the best customer service, and take precedence over all other activities. The data imply that librarians are always work to serve the customers by providing quality service to the customers through friendly approach, having qualified staff, and maintaining programs and activities that ensure customers satisfaction.

Another indicator of core work values is the work towards common goals. This has generated a mean score of 4.85 or very high that means that the core work values of the respondents was always manifested. The cited mean scores was the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study. This was demonstrated with the item that covers library-wide goals and priorities will be established and made clear to all staff, once priority is set, all staff should support and work towards it, loyalty to the library is more vital than loyalty to your service work unit, library administrators and staff should uphold teamwork within their work units and committees and library administrators should set as a model to all staff, by working together and setting the library first. This means that librarians are efficiently working towards the achievement of common goals by showing commitment, collaboration and teamwork.

The third indicator of core work values is the work to the best of abilities. This acquired a mean score of 4.86 or very high that means the core work values of the librarians is always manifested. The cited mean score was the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study. These include the librarians recognizes every individual's work is an imperative part of the library, they are thoroughly accurate in their respective work, they serve as a model for their staff in terms of treating other people, they provide staff training to do quality work, and letting their supervisors monitor in doing their quality work. The result indicates that librarians are always consistent with their work, treat every staff as important in the organization, and ensures training to provide quality service.

Lastly, the final indicator is the valuing and respecting each other. This obtained a mean score of 4.83 or very high that means core work values of librarians is always manifested. The cited mean scores were the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study. The items applied include the librarians treat each other with courtesy, respect, professionalism, valuing the work that everyone does in the library, remembering that they have a great deal of responsibility and authority, and therefore should use that authority fairly as part of their responsibility, deals any gaps in professional straight to the concern person, and

showing respect on confidentiality. This implies that librarians always show value, proficiency and respect with one another towards providing quality services and satisfaction to its clients.

7.2. Level of Intent to Leave Among Librarians

Table 2 presents the responses of the respondents on their level of intent to leave that registered an overall mean score of 2.86 or moderate level indicating that all indicators about the intent to leave is manifested in many but not the majority of the cases. The generated overall mean score was the result obtained from the mean scores of 2.84 or moderate for perceived alternative employment opportunities, 2.39 or moderate for job hopping, and 2.81 or moderate in turnover intention.

Table 2-Level of Intent to Leave among Librarians

Indicator	SD	Mean	Descriptive Level
Perceived Alternative Employment Opportunities	0.97	2.84	Moderate
Job Hopping	0.89	2.39	Moderate
Turnover Intention	1.03	2.81	Moderate
Overall	0.81	2.86	Moderate

The moderate level for perceived alternative employment opportunities, the first indicator of intent to leave, signified that intent to leave was manifested in many but not in the majority of the cases. This indicator registered a mean rating of 2.84 that was the product of moderate scores assigned by the respondents to the specific item in the questionnaire appended in the study. This indicates that they have the intention to leave a job because they believe that they have confidence in finding other job, have no intention to continue working in their present job if ever there is a greater employment opportunity, there is a greater employment opportunity out there, their present job is a stop gap arrangement, and they perceived that there are lots of alternative employment opportunities for them being licensed librarians. This indicates that librarians occasionally intend to leave their current job despite of employment opportunities outside and with the belief of being qualified professionals; thus, showing fulfillment in their work.

The second indicator of intent to leave was job hopping that obtained a mean rating of 2.39 or moderate that means that the job hopping of the respondents was manifested in many but not the majority of the cases. The cited mean score was the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study.

The items of this indicator covers that they have intention to leave a job because they believe that they have been hopping to switch jobs, have been following co-workers in switching job, they want to leave without any intention, believe leaving this present organization is an important

step for their career progression, and believe there's nothing wrong with hopping from one job to another because every person has his/her own goals. This indicates that librarians have the intention to leave occasionally and believe that job hopping contributes for career development.

Finally, the third indicator is the turnover intention. This indicator generated 2.81 or moderate that means that the turnover intention is manifested in many but not the majority of the cases. The cited mean score was the result obtained from the mean of the indicators for the specific items from the questionnaire intended for this particular indicator which is appended in this study. The items of this indicator includes that they have the intention to leave a job because they believe that they are thinking about resigning, have high probability to find a new job, believe that there is a need to switch to another job, have in mind to discontinue, and have personal reasons which they believed should be respected why they intent to leave their present job. This indicates that librarians have the intent to leave occasionally in their work for personal belief and reasons.

7.3. Correlation between Measures

Shown in Table 3 are the correlations between core work values of librarians and their intent to leave. As described in the table, it presented an overall r-value of -.132 with a probability value of .190, which is not significant at the .05 alpha levels.

Table 3-Significance of the Relationship between Core Work Values and Intent to Leave among Librarians

Core Work Values	Intent to Leave			
	Perceived Alternative Employment Opportunities	Job Hopping	Turnover Intention	Overall
Work to the Public	-.079 (.437)	-.116 (.252)	-.232* (.020)	-.173 (.086)
Work towards Common Goals	-.157 (.119)	-.308** (.002)	-.334** (.001)	-.318** (.001)
Work to the best of Abilities	-.108 (.285)	-.079 (.434)	-.148 (.141)	-.135 (.180)
Valuing and Respecting each other	.172 (.087)	.095 (.346)	.065 (.523)	.131 (.194)
Overall	-.026 (.797)	-.114 (.257)	-.187 (.062)	-.132 (.190)

This suggests that the null hypothesis is correct, and that there is no relationship between core work values of librarians and their intent to leave. Therefore, the null hypothesis of no significant relationship between core

work values of librarians and their intent to leave was accepted.

Scrutinizing further the data, work to serve the public is correlated to turnover intention with computer r-value of -.232 and p-value of .020 which is significant at the 0.05 alpha levels. Nevertheless, work towards common goals is correlated to job hopping with computed r-value of -.308 and p-value of .002 which is significant at the 0.05 alpha levels, work towards common goals is correlated to turnover intention with computed r-value of -.334 and p-value of .001 which is significant at the 0.05 alpha levels. The overall correlation gained a computed r-value of -.318 and p-value of .001 or significant, hence significant relationship of these items were recorded.

These relationships led the researcher to further test the influence of the above-mentioned diversity domains on core work values of librarians. Regression analysis was employed for the test.

7.4. Regression Analysis of the Influence of Core Work Values and Intent to Leave

The regression analysis of core work values of librarians and intent to leave are analyzed and interpreted to determine of which indicator of independent variable influence on the indicator of the dependent variable.

Table 4-Significance of the Influence of Core Values on the Intent to Leave among Librarians

Intent to Leave				
Core Work Values (Indicators)	B	B	T	Sig.
Work to Serve the Public	.153	.056	.387	.700
Work towards Common Goals	-.936	-.400	-2.849	.005
Work to the Best of Abilities	-.078	-.025	-.206	.838
Valuing and Respecting each other	.395	.222	2.167	.033
R	.387			
R2	.150			
F	4.183			
P	.004			

Reflected in Table 4 is the regression analysis of core work values of librarians and intent to leave obtained a computed F-value of 4.183 with R2 0.150 and p-value of .004 lower than 0.05 level of significance. Thus, it could be purported that core work values librarians influenced intent to leave. Further, core work values of librarians

influenced intent to leave by 15%. The difference is 85% is characterized by other components not reflect in the study.

Likewise, it could be gleaned from the data that work towards common goals has beta coefficient of -.400 and t-value of -2.849 with probability value of .005 lower than 0.05 level of significance. Moreover, valuing and respecting each other has beta coefficient of .222 and t-value of 2.167 with probability value of .033 lower than 0.05 level of significance. This implies that work towards common goals and valuing and respecting each other influenced intent to leave of librarians in their singular capacities without the aid of other indicator.

On the other hand, work to serve the public has beta coefficient of .056 and t-value 0.387 with probability value of .700 higher than 0.05 level of significance. And work to the best of abilities has beta coefficient of -.025 and t-value -.206 with probability value of .838. Since their generated p value is greater than 0.05 which implies that work to serve the public, and work to the best of abilities does not significantly influence the intent to leave of librarians.

8. DISCUSSION

Presented in this part are the discussions of the data gathered and collected on the level of core work values of librarians and their intention to leave. The discussions start with the level of indicators of core work values and are followed by intention to leave. Moreover, the results of correlations between measures and regression analysis of the influence of core work values and intention to leave are discussed.

8.1. Level of Core Work Values of Librarians

The results presented very high level of core work values of librarians. Indicators that registered very high responsive level include work to serve the public, work towards common goals, work to the best abilities, valuing and respecting each other's.

The very high level obtained for work to serve the public is indicative that librarians maintain the core work values in serving the clients by providing quality services. According to Association of College and Research Libraries (2008), an effective high quality library service successfully supports the programs of the institution. In addition, it is the main philosophy that providing with the utmost level of service to all library clients can be achieved through appropriate and serviceably organized resources; equitable service policies and access, accurate, unbiased, and polite responses to all requests as observed at all time (American Library Association, 2008). The effective library seeks to continually improve its services and ensure that they remained customer-oriented and meet customers' needs. Thus, librarians should ensure and maintain to translate customer expectations about quality service and library services into actions (Claravall, 2005)[12].

In addition, serving the clients' needs to be treated with all respect must be treated with prompt, friendly, courteous

and professional customer service. As emphasized by Totterdell and Harrison (1998)[50], the ability to serve and interact with the clients in a friendly and instructive way is essential. Moreover, training the staff to provide the best customer service and taking precedence over all other activities are important work values. The significance of staff skills and training are important to ensure that the organization gains the most benefit from its staff resources (Claravall, 2005)[12]. In fact, librarians strive for excellence by enhancing their skills through professional training and development towards providing quality service (American Library Association, 2016[1]; Mulac, 2012[37]; Lin and Johari, 2012[31]). Additionally, the benefits and importance derived from training and workshops of the staff in any organization will increase productivity, develop new skills and knowledge, improve the quality of work and raise morale and attitudes (Olaniyan and Ojo, 2008)[40]. Likewise, libraries as many other organizations, often state that their staff are the most valuable asset; thus, a library with high morale and reputation among its clientele's are vital features in a successful outcomes of library services (Brophy, 2006)[8]. Another indicator of core work values is the work towards common goals, which emphasizes on the work values of librarians as they are working collaboratively with the staff to achieve organizational goals. The very high level result was demonstrated with library goals and urgencies that are recognized and made clear to all staff. Working towards library goals is significantly associated with work attitudes, the higher the level of congruency on the said aspect, the more positive work attitudes in achieving their common goals (McCulloch et al., 2009)[34]. Support and hard work of all library staff are vital once library goals are all set. Commitment towards providing quality service to its clients is essential. Thus, library administrators and staff should support with one another and work as a team in working their task within their work committees. As mentioned by Iwu and Mercy (2012)[23], an effective manager need to recognize to identify diverse motivators are appropriate for different staff and that different staff will shows differing integral levels of motivation in setting their own work targets. In fact, library managers should set as a model to all personnel, by working together the priorities in achieving organizational goals.

The other contributory factor to very high level result of core work values of librarians is work to the best of abilities. This shows that librarians recognize the role of every individual's work towards achieving the organizational goals; they work thoroughly and accurately; they are provided with right training and serve as model in dealing with diverse clients towards providing quality services. This result is supported by Duff et al (2013)[15] saying that working to the best of the abilities of the librarians through collaboration among staff shows a greater degree of satisfaction and commitment towards provision of quality services. Furthermore, maintaining quality work of the librarians is a manifestation of collaborative efforts (Joolideh and Yeshodhara, 2012)[26].

These values is implicitly related to a degree of behavior and freedom of autonomy by every individual (Boeckmann and Dickinson, 2009)[7], and these represent one's personal relation to what a certain person wants to achieve through one's work and career. Likewise, the observance of working to the best of the abilities of librarians is guided by the guided on the library profession's code characteristically comprises the need to protect the public and be responsible to the profession and to one's employer. In addition, the need to support and provide service orientation is important in working with one another using their best of abilities to achieve the organizational goals (Ball and Oppenheim, 2005)[4]. Lastly, the final indicator that contributes to the very high level of core work values of librarians is valuing and respecting each other. The result shows that librarians treat each other with courtesy, respect, and professionalism, valuing the work that everyone does in the library. This finding is supported by Jones and Waddle (2002)[25] that respect is about the environment of the library and the attitudes of the staff. Every librarians respects the unique needs of the library users as well as the staff, and they should show the value such as approachability, non-judgmentalism, and accepting. They understand the importance of providing opportunities for positive development. They advocate for intellectual freedom and by respecting the unique user's needs librarians are creating a collaborative environment. Furthermore, courtesy of the librarian, respect, professionalism, avoidance of self-interest are the fundamental values that librarians observed at all times and these values are desirable objects in the library towards providing quality service to the library clients (Hoggan, 2003[22]; Cho and Lewis, 2011[11]; Gebolys and Tomaszczyk, 2012[18]). In addition, the core work values of librarians' equal treatment to clients and showing respect to confidentiality is congruent to the standards values set by American Library Association (2016)[1], that librarians must protect each library clients on the right to privacy and confidentiality on matters on information search for or received, and resources consulted, acquired or transmitted, and borrowed. In addition, librarians need to promote access to information for all, and uphold the privacy of clients and the confidentiality of their information requests (Mulac, 2012)[37]. The need to protect confidential information relating to the individual or institution, including employers, and students are essential in ensuring quality service to its clients (Woodsworth and Penniman, 2015)[53].

8.2. Level of Intent to Leave Among Librarians

The moderate level for perceived alternative employment opportunities, as the first indicator of intent to leave, signified that librarians' intent to leave of librarians was manifested in many but not the majority of the cases. This means that librarians have occasionally perceived alternative employment opportunities (Carr and Sheridan,

2010)[10]. In this domain, it comprises that they have intention to leave a job because they believe that they have confidence in finding other job; there is a greater employment opportunity out there; their present job is a stop gap arrangement; and they perceived that there are lots of alternative employment opportunity. According to Henryhand (2009)[21], alternative opportunities may happen if employees feel other employers can provide more their needs as workers. In addition, the perceived alternatives are referring to employee's perceptions on how easy to get and look for alternative job (Barling, Clegg and Cooper, 2008)[6]. Perceptions and expectations of alternative job opportunities are also influenced by general labor market. Intention to stay in the organization is related to perceived alternative job opportunities and satisfaction. If employees identify additional alternative job opportunities and receive more offers from other employers or company, they make a contrast of benefit and cost amongst current condition and alternative jobs (Mobley, 1977; Price, 2001)[36][42]. On the other hand, the idea of having intention to continue working in the present job if ever there is a greater employment opportunity is an expression of contentment in their current job. This result is supported by Laker (2011)[29] that a person who feels confidence or discouragement in searching a job may be assessed in some situations that occurs, which imply either success or failure in job search, such as: volumes of job offerings, and frequency of interviews. Such aspects, it affects the employee's perceptions whether or not his search for job would eventually be effective or not.

The other related factor to moderate level result of intent to leave of librarians is job hopping. The result is a manifestation that librarians have occasionally intent to leave because they have been hopping to switch jobs and have been following co-workers in switching jobs. This finding is accentuated by the idea of Smith (2013)[47] that job hopping is common to workers that are new and less tenured, and feel confident in their skills to be able to transfer without hampering any work and can find immediately a new job opportunity. The moderate level result is leaving without any reason. This result is support by Dadah and Cashman (2015)[13] that job hopping is considered when an employee if moving from one company to the other, next every one to two years, done in a multiple times, and the reason for each transfer move is because of something other than a layoff. In addition, the moderate level of intent to leave by the librarians is caused by a belief that leaving this present organization is an important step for career progression. This result is supported by Lambert et al., 2001)[30] that career development is the main ingredient in honing employee enthusiasm, development and commitment. In fact, job hopping can be very beneficial for some types of people if it is in the right motives (Lopez, 2013)[32]. Moreover, the belief that there's nothing wrong with hopping from one job to another because every person has his/her own goals exists. According to Vanderkam (2012)[52], moving jobs

reasonably at the beginning of the career has real positive aspect. First, some people recognize what they want to be when they grow up these days and looking for diverse works or even some companies can help to find the right job that fits the qualifications. Likewise, each career is exceptional, and to transfer immediately to other organization it might be a tragic to your co-workers (Hamori, 2010; Steffen et al., 2009)[20][48].

Finally, the third indicator that contributes to a moderate level of intent to leave is the turnover intention. The result shows that librarians occasionally believe that they are thinking about resigning because they have high probability to find a new job, and there's a need to switch to another job. In fact, Terkanian (2009)[49] accentuated that an employee who believe that jobs are limited or one should remain faithful to an employer until retirement might be more risk hostile than the other one who has altered works successfully every few years which describes turnover intention. The moderate level of turnover intention is a manifestation that librarians are committed and satisfied with their present status and working environment. The findings is congruent that organizational commitment and job satisfaction predict turnover intention (Karsh et al., 2011[29]; Egan et al., 2011[16]; van Breukelen et al., 2010). Moreover, there are predicted attributes that result to turnover intention; these are: age, pay, tenure, employment perceptions, overall job satisfaction and stressors (Lambert et al., 2001[30]; Firth, et.al, 2009[17]).

Likewise, there are personal reasons which lead to the intent to leave their present job. As described by Rambur et al. (2010) [43] these personal perspectives includes reasons on having a reasonable salary and benefits package, clear bonus and promotion structures, and providing continuing training for professional development. In addition, academic librarians had been transferring from one library to another because of discontentment of one or more of the subsequent aspects: compensation, work environment, job responsibilities, hindrances to promotion, and personal or other reasons (Luzius and Ard, 2009; Jones and Waddle, 2002; Woodsworth and Penniman, 2015)[33][25][53].

8.3. Correlation between Measures

The overall test of relationship between variables reveals no significant relationship between core work values of librarians and intent to leave. However, the indicator of core work values of librarians comprising work to serve the public and work towards common goals reveals a significant relationship with job hopping and turnover intention an indicators of intent to leave. Data implied that core work values of librarians on work to serve the public and working towards common goals were positively linked to the belief of job hopping and turnover intention among librarians.

Overall, the results yield no significant relationship between core work values of librarians and intent to leave. Thus the null hypothesis is accepted. The results of the

study, therefore, do not support the idea of Sheridan (1992) stating that adaptation to particular work values may have a better effect on intent to leave. Likewise, work values act as mediators for intention to remain in the organization (Hayes et al., 2012).

8.4. Domains on Core Work Values Predicting Intent to Leave

The result of the study showed a significant influence of core work values of librarians on intent to leave as mentioned in the influence section of this study. However, result of the study revealed that only work towards common goals, and valuing and respecting each other of core work values have shown a significant influence on the intent to leave of the librarians.

The result is linked to the idea of Middleton (2012)[35] that strong shared work values towards common goals provide every person with a sense of fulfillment and success. Likewise, McCulloch et al. (2009)[34] emphasized that giving importance and respect on the role of every individual towards accomplishing organizational goals is a manifestation of satisfaction and commitment to the organization. Moreover, Nelson and Quick (2013)[38] accentuated that when they show similar values at work, the results are positive and they become more content with their jobs and more dedicated to the organization. However, when employees are not recognized, they would feel having intent to leave their job, and these would manifest dissatisfaction.

9. Conclusion

With considerations to the findings of the study, conclusions are drawn in this section. The data gathered and analyzed found to establish connection of core work values of librarians and intent to leave. The respondents demonstrated very high level of core work values. The result is cognizant on the Attraction-Selection Attrition Framework of Schneider, Goldstein and Smith (1995) that work values of the organization are vital in ones contextualizing and communicating human needs in relation to motivational features of an individual's life. Likewise, the exhibited moderately level of intent to leave of librarian is in consonance with the idea of Karsh et al. (2011)[27] that librarians never exhibit intent to leave in their work when they are committed and satisfied with their present status and working environment. This shows that librarians are satisfied with their current position. Consequently, it played that core work values never bring a large impact on the intent to leave of librarians. Only the indicators work to serve the public and work towards common goals had a significant relationship with job hopping and turnover intention, as an indicator of intent to leave. This means that work to serve the public and work towards common goals are connected with job hopping and turnover intention among librarians. However, significant influences among these indicators are manifested in the result of the study.

REFERENCES

- [1] American Library Association (2016). Core values. Retrieved May 9, 2016 from <http://www.ala.org/advocacy/intfreedom/statementspols/corevalues>
- [2] American Library Association (2008). Code of ethics of the American library association. Chicago, IL: American Library Association.
- [3] Association of College and Research Libraries (2008). Task force on academic library outcomes assessment report. Retrieved June 15, 2015, from <http://www.ala.org/ala/acrl/acrlpubs/whitepapers/taskforceacademic.htm> 51
- [4] Ball, K. & Oppenheim, C. (2005). Attitudes of United Kingdom librarians and librarianship students to ethical issues. *International Review of Information Ethics*, 3(6), 54-61.
- [5] Bacani, L. (2014). CHED lists in-demand, priority college courses until 2018. Retrieved July 19, 2016, from <http://www.philstar.com/campus/2014/05/26/1307196/ched-lists-demand-priority-college-courses-until-2018>
- [6] Barling, J., Clegg, S. R. & Cooper, C. L. (Eds.). (2008). *The SAGE handbook of organizational behavior: volume two: macro approaches*. New York: Sage.
- [7] Boeckmann, M.E., & Dickinson, G.B. (2009) *Leadership: values and performance*. Education, 121 (3), 494-497.
- [8] Brophy, P. (2006). *Measuring library performance: principles and techniques*. 2nd ,Facet, London.
- [9] Burd, B. (2003). Work values of academic librarians: exploring the relationships between values, job satisfaction, commitment and intent to leave. Retrieved May 26, 2015, from <http://www.ala.org/acrl/sites/ala.org.acrl/files/cent/conferences/pdf/burd.PDF>
- [10] Carr, D. & Sheridan, J. (2010). Family turning-points and career transitions at midlife. In V. W. Marshall, W. R. Heinz, H. Kruger & A. Verma (Eds.), *Restructuring work and the life course*. Toronto: University of Toronto Press.
- [11] Cho, Y. J. & Lewis, G. B. (2011). Turnover intention and turnover behavior: implications for retaining federal employees. *Review of Public Personnel Administration*, 32(1), 4–23. doi: 10.1177/0734371X111408701
- [12] Claravall, N.J. (2005). *Managing libraries and information centers in the Philippine setting*. Benguet: Benguet State University.
- [13] Dadah, F. & Cashman, T. (2011). Interview tips and job search strategies, job hopping. Retrieved August 29, 2016, from <https://www.winterwyman.com/blog/video-interview-tips-and-job-search-strategies>
- [14] David, L. (2011). *Accreditation Seminar*. Cagayan de Oro City: Lourdes College.
- [15] Duff, W.M., Carter, J., Cherry, J.M., MacNeil, H. & Howarth, L.C. (2013). From coexistence to convergence: studying partnerships and collaboration among libraries, archives and museum. *Informational Research: An International Electronic Journal*. 18 (3) 3-9
- [16] Egan, T. M., Yang, B. & Bartlett, K. R. (2011). The effects of organizational learning work and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279-301.
- [17] Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2009). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187.
- [18] Gebolys, Z. & Tomaszczyk, J. (2012). *Library codes of ethics worldwide: anthology*. Dresden: Simon Bibliothekswissen.
- [19] Hayes, L. J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J. & Hughes, F.(2012). *Employee Turnover: a Literature Review*. *International Journal of Studies*, 43, 237- 263. 54
- [20] Hamori, M. (2010). *Managing yourself: job-hopping to the top and other career fallacies*. Retrieved May 16, 2016, from <https://hbr.org/2010/07/managing-yourself-job-hopping-to-the-top-and-other-career-fallacies>
- [21] Henryhand, C. J. (2009). *The effect of employee recognition and employee engagement on job satisfaction and intent to leave in the public sector*. Capella University. Retrieved May 15, 2016, from <http://gradworks.umi.com/33/69/3369470.html>
- [22] Hoggan, D. B. (2003). Faculty status for librarians in higher education. *Portal: Libraries and the Academy*, 3(3), 431-445.
- [23] Iwu, J. J & Mercy, I A. (2012). An assessment of the training and retraining needs of nigerian cataloguers.samaru *Journal of Information Studies* 12 (1&2) 20-22.
- [24] Johnson, B. & Christensen, L. (2008). *Educational research quantitative, vqualitative and mixed approaches*. 3rd ed. Los Angeles : SAGE Publications.
- [25] Jones, P. & Waddle, L. L. (2002). *New directions for library service to young adults*. New York: American Library Association.
- [26] Joolideh, F. & Yeshodhara, K. (2012). Work values among high school teachers of Iraq and Iran-influence of age and subject taught. Retrieved May 15, 2016, from <http://www.ericdigest.org/1999-1/equity.html>
- [27] Karsh, B., Booske, B. C. & Sainfort, F. (2011). Job and organizational determinants of nursing home employee commitment, job satisfaction and

- intent to turnover. *Ergonomics*, 48(10), 1260-1281.
- [28] Kumar, M D. & Govindarajo, N. (2014) Instrument development: intention to leave instrument" (ILI). *Middiddle-East Journal of Science Research*, 21 (3): 509-517.
- [29] Laker, D. R. (2011). Job search, perceptions of alternative employment and turnover. *Journal of Applied Business Research*, 7(1), 6-15.
- [30] Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *Social Science Journal*, 38(2), 233-250.
- [31] Lin, L. & Johari, H. (2012). Exploring organizational commitment among the generation y workforce. *International conference on management, economics and finance (ICMEF 2012)* Kuching: ICMEF. Retrieved August 1, 2016 from http://www.globalresearch.com.my/proceeding/icmef2012_proc
- [32] Lopez, L. (2013). How to spin job hopping into a positive. Retrieved September 21, 2016, from <http://www.naylornetwork.com/neh-nwl/articles/index-v3.asp?aid=212314&issueID=26735>
- [33] Luzius, J. R. & Ard, A. (2009). Leaving the academic library. *The Journal of Academic Librarianship*, 32(6), 593-598.
- [34] McCulloch, G., Hersby, G. & Knight, P. (2009). *The professional nature of teacher's work in the politics of professionalism*. USA: Sage
- [35] Middleton, J. (2012) *Organization behaviour*. Great Britain : Capstone Publishing.
- [36] Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237.
- [37] Mulac, C. (2012). *Fundamentals of reference*. New York: American Library Association.
- [38] Nelson, D.L. & Quick, J.C. (2013) *Understanding organizational behaviour*. 2nd ed. U.S.A. : South and Western.
- [39] New York State Library/University of the State of New York - New York State Education Department (2014). Core work values Retrieved May 15, 2016, from <http://www.nysl.nysed.gov/library/policy/cwvalues.htm>
- [40] Olaniyan, D. A. & Ojo, L. B. (2008). Staff training and development: a vital tool for organisational effectiveness. *European Journal of Scientific Research*, 24(3), 326-331.
- [41] Peralejo, E. (2013). Public forum on the draft of the standard common to all programs. Cagayan de Oro City: Commission on Higher Education.
- [42] Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.
- [43] Rambur, B., Palumbo, M. V., McIntosh, B. & Mongeon, J. (2010). A state-wide analysis of employees' intention to leave their position. *Life Outlook*, 51(4), 182.
- [44] Rathbun-Grubb, S. R. (2009). Leaving librarianship: a study of the determinants and consequences Of occupational turnover (Doctoral dissertation, University of North Carolina at Chapel Hill). Retrieved May 15, 2016, from <https://cdr.lib.unc.edu/indexablecontent/uuid:a9e07109-3637-4e8d-bcb1-708337734493>
- [45] Schneider, B., Goldstein, H.W. & Smith, D.B. (1995). The ASA framework: an update. *Personnel Psychology*, 48(1) 747-73.
- [46] Sheridan, J. E. (1992). Organizational culture and employee retention. *Academy of Management Journal*, 35, 1036-1052.
- [47] Smith, J. (2013). The pros and cons of job hopping. Retrieved June 14, 2015, from <http://www.forbes.com/sites/jacquelynsmith/2013/03/08/the-pros-and-cons-of-job-hopping/#7d1db75c2778>
- [48] Steffen, N., Lance, K. C., Russell, B., & Lietzau, Z. (2009). Retirement, retention, and recruitment: the future of librarianship in colorado. Colorado: Library Research Service.
- [49] Terkanian, D. (2009). Lifetime "career" changes. *Occupational Outlook Quarterly* 1(2), 27-35.
- [50] Totterdell, A. & Harrison, C. (1998). *The library and information work primer*. London: Library Association Press.
- [51] Van Breukelen, W., Van der Vlist, R., & Steensma, H. (2010). Voluntary employee turnover: combining variables from the 'traditional' turnover literature with the theory of planned. Retrieved June 14, 2015, from <http://www.employeevariables/sites/vander/2010317>
- [52] Vanderkam, L. (2012). Why job hopping is losing its negative stigma. Retrieved June 15, 2015 from <http://www.fastcompany.com/3039126/why-job-hopping-is-losing-its-negative-stigma>
- [53] Woodsworth, A. & Penniman, W. D. (Eds.).(2015). *Current Issues in libraries, information science and related fields*. New York: Emerald Group Publishing.