

**DEMOGRAPHIC VARIABLES, ORGANISATIONAL SUPPORT AND JOB  
SATISFACTION AS PREDICTORS OF PERSONNEL COMMITMENT IN  
UNIVERSITY LIBRARIES IN SOUTH-WEST NIGERIA**

**BY**

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## ABSTRACT

The study investigated demographic variables, organisational support and job satisfaction as predictors of personnel commitment in university libraries in South-west Nigeria. The study sought to determine the level of personnel commitment; extent of organisational support to library personnel; level of employees' job satisfaction; and influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-west, Nigeria. The study used a combination of quantitative and qualitative approaches. The study's population were personnel from public and private university libraries in South-west, Nigeria, out of which 643 personnel were sampled using multistage sampling technique. Data were collected through survey questionnaire and interview schedule. A total of 643 copies of the questionnaire were administered, out of which 541 copies representing 84.1% were retrieved and analysed. Validity of the instruments was properly done and Cronbach Alpha was used to test the reliability of the instruments. Data collected were presented and analysed using descriptive and inferential statistics with decision mean of 3.0. Results indicated that the level of personnel commitment was low (Mean= 2.74). Furthermore, the results revealed that demographic variables significantly influenced personnel commitment in university libraries (Mean= 3.04). In addition, the results indicated that level of organisational support to personnel in university libraries in South-west, Nigeria was low (Mean = 2.86). The finding also showed that the level of job satisfaction was high (Mean = 3.12). The result further revealed that organisational support significantly influenced personnel commitment ( $F_{(1,539)} = 184.962$ ;  $R = 0.505$ ,  $R \text{ square} = 0.255$ ,  $\text{Adjusted } R \text{ square} = 0.254$ ,  $P < 0.05$ ); and job satisfaction significantly influenced personnel commitment ( $F_{(1,539)} = 249.775$ ;  $R = 0.563$ ,  $R \text{ square} = 0.317$ ,  $\text{Adjusted } R \text{ square} = 0.315$ ,  $P < 0.05$ ). Also, the findings indicated joint significant influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South- West, Nigeria ( $F_{(7,533)} = 42.191$ ;  $R = 0.597$ ,  $R \text{ square} = 0.357$ ,  $\text{Adjusted } R \text{ square} = 0.348$ ,  $P < 0.05$ ). Based on the findings, the study concluded that personnel commitment in university libraries is based on demographic variables, organisational support and job satisfaction of the employees. The study therefore, recommended that stakeholders in the management of university libraries should be more concerned in improving personnel commitment through the provision of befitting work environment, regular review of workers' remuneration, ensure fair treatment among workers and adequate recognition of employees' contributions.

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## **ABBREVIATIONS, GLOSSARIES AND SYMBOLS**

AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
BLIS	Bachelor Degree in Library and Information Science
BLS	Bachelor Degree in Library Science/Studies
HRM	Human Resources Management
JSS	Job Stress Scale
MSQ	Minnesota Satisfaction Questionnaire
OND	Ordinary National Diploma
OST	Organisational Support Theory
POSS	Perceived Organisational Support Scale
PPMC	Pearson Product Moment Correlation
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Sciences
TCM	Three-Component Model
ULM	University of Lambung Mangkurat

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background to the Study**

University libraries are usually described as the heart-beat of academic institutions or centres of academic excellence saddled with the responsibility of providing information services which aid teaching, learning, research and community services to parents' institutions. Being one of the key components of any institution, the university library supports the institutional curriculum by meeting information needs of students, staff and other researchers in the academic community. University library engages different operations such as selection, acquisition, organisation, preservation, retrieval and dissemination of information in books and non-book materials that will assist in effective learning, teaching, research and recreational activities of the university. Therefore, to achieve their responsibilities, university libraries must engaged qualified and dedicated personnel.

Personnel in the university library are individuals working in the library known by various titles such as librarians, library officers, library assistants, library attendants or support staff, who ensure that library goals and mission are accomplished . They coordinate and manage other resources to provide information services to the students, staff and the community at large. It is the library personnel that ensure excellent customer service and research assistance to library users or patrons. They acquire, preserve, and make accessible print and electronic information resources of all kinds keeping the doors open early in the morning and close late into the night.

Library personnel also perform other responsibilities and services which include: selective dissemination of information; classifying and cataloguing of library

resources; and routine service to readers in term of referencing, supervision and maintenance of library stocks. Likewise, personnel in the library take charge of circulation of periodicals and other publications; shelving library print materials; supporting users in accessing subscribed databases; ensuring proper indexing of periodicals; compiling bibliographies and reading lists; and rendering professional advice on library matters. Therefore, to offer competitive services in this era of globalisation and technological advancement, library personnel must not only be knowledgeable and skilful, but must be committed.

Committed personnel work diligently and dutifully to promote organisation's services or products and solicit for continuous advancement of the organisation (Sharma, 2016). Such types of personnel would accomplish duties assigned to them with little or no supervision from supervisors and serve as organisation's ambassadors both within and outside offices. Similarly, when personnel are committed, they creatively get involved in the organisation's mission and values and constantly think about ways to enhance organisational tasks as if the organisation belongs to them (Irefin & Ali, 2014). This means that such type of personnel can be trusted for the growth and development of organisations such as university libraries. Thus, for university libraries to be productive and successful in their quest to support institutional curriculum, personnel commitment is indispensable.

Personnel commitment is described as a psychological relationship between employees and their organisations whereby the employees accept and are ready to carry out the set objectives of the organisation, as well as have a strong influence in staying with the organisation (Rina, 2018). It has to do with the personnel's level of dedication to organisational goals and objectives as well as the desire of the employees to retain organisational membership. It can also be viewed as the

willingness of personnel to put more efforts in achieving organisational objectives and having strong conviction in staying with the organisation.

To determine personnel commitment in organisations, studies have revealed different approaches. However, a multidimensional approach of three-component model developed by Meyer and Allen (1991), namely affective commitment, continuance commitment and normative commitment has been a leading approach. Affective commitment is described as an emotional attachment that the personnel have towards organisational goals. As a result, such personnel strongly identify and yearn to remain as part of the organisation and also strive to achieve the organisational goals to maintain organisational membership. This implies that such committed personnel would likely be of great asset to the organisation in achieving its objectives.

Nonetheless, personnel commitment in other organisations could be a continuance commitment. Continuance commitment is the personnel commitment based on the awareness of the cost associated with leaving the current organisation. That is, the personnel perceive the high cost that would be incurred in case of losing membership. Such personnel commitment to the organisation could be as a result of fear of losing years of personal investment in the form of non-transferable investments such as working relationships with co-workers; retirement benefits; career investments, acquired job skills which may not be useful in other organisations; years of employment in a particular organisation; involvement in community services in which the organisation is established and other benefits that could make it too costly for the personnel to leave and seek employment elsewhere. This indicates that the personnel's commitment is based on cost-benefit analysis. On the other hand, personnel commitment could be as a result of feeling of obligation called normative commitment.

Normative commitment is concerned with the feeling of obligations which personnel have towards the organisation based on personal norms and values. For instance, a librarian or library officer who has benefited from the university library's staff training development programme such as study leave with pay may find it unethical to leave due to the huge cost of training by the university. Therefore, such personnel feel obliged to put more effort on the job and prefer to stay with the university. It may also reflect in internalised norms developed by the personnel before joining the university through family background, religious affiliation or other social norms that encourage dedication and loyalty to one's organisation.

Thus, it should be noted that all the three approaches to personnel commitment are related and could be attached to organisational attitude and behaviour associated with punctuality, productivity and job performance of the personnel or employees (Sharma, 2016; Davis, 2018; Utami *et al.*, 2020). Personnel commitment could also result to intention of the employee to retain or leave the current organisation (Fako *et al.*, 2018). This shows that personnel commitment is an important concept on which organisational success or failure depends.

In view of the importance of personnel commitment in achieving organisational goals, researchers do not only have interest in understanding the impacts of commitment on factors such as performance, turnover intention, job effectiveness and productivity, but more importantly have been trying to identify the factors that can either make or mar such a commitment. Among the factors identified are: organisational characteristics such as organisational support; organisational justice; job characteristics such as recognition, salary, career advancement, working conditions, responsibility, promotion opportunities; and personnel's characteristics or demographic variables of personnel.

Demographic variables are descriptive attributes of an individual which is responsible for encouraging or discouraging actions towards a task (Ogba, 2017). It is personal-based characteristics that could influence behaviour of an employee to either be committed or not to be committed to one's organisation. These attributes include: educational background, designation, gender, marital status, area of specialisation, year(s) of employment, age, among others.

Age as one of the attributes of demographic variables has been found to be a positive predictor of personnel commitment. Studies revealed that the older the personnel become, then the less alternative employment options are available (Alshitri, 2013; Rabindarang *et al.*, 2014; Suri & Petchsawang, 2018). This implies that older personnel in organisations may view current employment more favourable and maybe more committed than the younger personnel due to the few job opportunities available, stronger investment and greater history the personnel have with the organisation. Hence, such older personnel could realise that leaving the present organisation may be costlier than staying due to the availability of limited alternative opportunities outside the organisation.

In a similar manner, personnel commitment may be due to number of years such personnel have spent in the organisation. For instance, librarians or other library personnel who have spent a good number of years working in a particular university library may have no choice than dedicate their time and effort to such a library. This could be due to personnel's passion for the library or as a result of fear of losing personal benefit in term of pension and gratuity. Conversely, a new staff in organisation may be less committed because of the little investment in the organisation. Therefore, leaving the organisation may not be a difficult decision to take.



Similarly, designation could be responsible for personnel's commitment to the organisational goals. For example, a librarian who is among the professionals in the library hierarchy may likely be more dedicated than a support staff since such an employee holds position of authority in the library either as a supervisor or a unit head. However, there are occasions where support staff may be more committed due to few opportunities of getting another job in case the current job is lost compared with a professional who have a better chance of retaining current title in other organisations. It is therefore necessary to investigate if being a librarian, library staff or support staff is correlated with personnel commitment in university libraries as opined by Kanchana and Panchanatham (2012). They mentioned that the designation of personnel in an organisation as a demographic variable had positive and significant relationship with personnel's commitment to organisational goals.

In addition, the level of education attained could be responsible for personnel commitment in organisations. Despite the fact that it is common to see people with higher qualifications with more commitment, there are situations where people with lower educational qualifications display more commitment. This is because people with lower educational qualifications have few job opportunities compared to those with higher educational qualifications. Therefore, it is necessary to examine the influence of educational qualifications of personnel in university libraries on personnel commitment. In a similar view, personnel commitment to an organisation may influenced by the gender of the employee.

The findings of studies on the influence of gender on personnel commitment have been inconsistent. While some studies have shown no significant relationship between gender in relation to personnel commitment (Adebisi *et al.*, 2020), other studies have reported that males are more committed than females (Kabeer, 2012). Therefore, there

is the need for empirical evidence to show whether it is the male or female personnel that are more committed in organisations such as university libraries.

As demographic variables could play an important role in predicting personnel commitment in organisations, personnel's perception of organisational support, especially university library may also be a determining factor. Organisational support is defined as the degree to which personnel feel that the organisation is willing to fairly compensate them with the exchange of personnel's efforts, help them when there is a need to make work interesting and stimulating, and provide adequate working conditions for the personnel's satisfaction (Kurtessis *et al.*, 2017). It is the perception or belief that an organisation such as a university library values the contribution of the personnel to its success and concerns itself about the needs and wellbeing of the personnel.

Although, personnel commitment has to do with loyalty, attitude, feelings and sense of belonging of workers to the organisation, organisational support introduces the idea that personnel's views of the organisation's concern about their wellbeing play essential role in achieving personnel commitment to the organisation. Organisations such as the university libraries need to prioritise personnel's wellbeing and appreciate their contribution so that the workers will be more focused, dedicated and loyal to the organisations in return. It is a give-and-take relationship between personnel and organisation. That is, when personnel feel supported by their organisation, they are likely to be dedicated and committed to the organisation in return.

Therefore, organisation needs to demonstrate to its workforce that it is concerned about their wellbeing to earn the employees' dedication. This could be achieved through many factors among which are supervisor support, favourable policies and

practices, conducive work environment as well as fair treatment of workers (Ahmad, 2014). For instance, in a university library, such support could be formal recognition as library personnel of the month or year award, or a handshake by the university librarian for a job well done by library personnel. Time and again, personnel view their supervisors' actions and in-actions as a reflection of those of the establishment. After all, the supervisor is responsible for delegating work to the personnel, appraising the personnel's performance, determining and influencing the personnel's remuneration and compensation. Therefore, supportive actions taken by the supervisor will not only be seen by the personnel as direct support from that supervisor, but also as support from the organisation. This would indicate that the organisation is satisfied and pleased with the efforts of the personnel.

Policies and practices used by the organisation could also demonstrate organisational support to the personnel (Ahmad, 2014). For instance, when there is a policy in the university library that encourages personnel's career progression or attendance of local and international conferences with financial support by the university, personnel in such a university would feel that the university is investing in them. This demonstrates the organisation's contribution to the wellbeing of the personnel. Such personnel would feel obliged to contribute immensely to the university library's success. Consequently, leaving such an organisation may not be an easy task for the personnel.

Likewise, organisational fairness in making decisions and distribution of resources could be responsible for personnel commitment to the organisation. Personnel may view organisation's support through its fairness with which the organisation carries out its different activities. For instance, an organisation where a newly employed staff is being given opportunity to go for study leave because of his/her affiliation

with the management, while personnel who had spent a good number of years in the organisation are desirous of this but denied. Such personnel who had spent more years may not likely have the feeling of being important and valued by the organisation. This could result to lackadaisical attitudes on the part of the personnel to organisational goals. However, when personnel perceive that the organisation would stand and lend helping hands during challenges; such personnel tend to demonstrate positive behaviour such as commitment and feelings of job satisfaction (Satrio & Surya, 2018).

Job satisfaction is defined as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience (Uysal, 2018). It is the degree to which personnel like their jobs and the outcome felt when expectations have been fulfilled. The concept of job satisfaction is not a new subject in work and organisational literature, especially the field of library and information science. This is mainly because of the belief that job satisfaction can influence work effort, performance, absenteeism, and turnover intention and personnel commitment. Yaya (2019) emphasised that job satisfaction improves personnel's efficiency in organisations, particularly in academic libraries as a job satisfied personnel is a productive, reliable and dedicated employee.

The strategic and fundamental position of job satisfaction as a determinant of personnel's attitude and behaviour towards the personnel's commitment to organisational values is therefore cardinal in any successful organisation, notably university libraries. A person's attitude to work [such as library personnel] depends on the nature of the job and the organisation. In view of this, job satisfaction of personnel working in university libraries has become prominent and relevant in the

way the personnel discharge their duties and provisions made available by the university or library management in carrying out such duties.

In recognition of the significance of library service to the university community, studies on factors that enhance job satisfaction of personnel have become inevitable. Researchers have found that there are various factors responsible for the job satisfaction of personnel. Some of these factors include: the level of pay and benefit (Attiq, 2017); the perceived fairness of promotion in the organisation (Butt, 2018); recognition of personnel's achievement; favourable working condition and the ease or difficulties in carrying out the job itself (Veress & Gavreliuc, 2018). Similarly, Naseem (2018) pointed out that the construct of job satisfaction consists of the job itself, fellow workers, supervision, organisation's policy and support, pay, promotion and advancement.

Thus, while some of these factors promote job satisfaction, the absence of others leads to personnel's dissatisfaction but do not have direct effect on personnel's job satisfaction according to Herzberg (1959) theory of job satisfaction. It is therefore necessary for the management of university libraries to know the factors that improve satisfaction among personnel and those that lead to dissatisfaction so as to guide against it. When personnel are satisfied, there is the possibility that they would be more productive, efficient and committed to the organisation. Such employees in an organisation like the university library who possess high level of job satisfaction would likely hold positive attitudes towards the library by striving and being highly dedicated towards the organisational goals. On the other hand, a dissatisfied employee would no doubt hold a negative attitude towards the library and also display a low level of commitment.

From the preliminary investigation on some universities in the South-West geopolitical zone of Nigeria by the researcher, it was revealed that many personnel in university libraries have poor attitude to work. This is obvious in personnel's attitude such as lateness to work, absenteeism on flimsy excuse, dereliction of duties as well as high intention to leave the library if an opportunity arises. However, the researcher's interaction with some staff of the visited universities attributed the causes of these behaviours among library personnel to many factors among which are: poor organisational support from the management; injustices to personnel by supervisors, poor and delayed salaries and other remunerations; unfavourable work environment such as lack of befitting offices for workers; lack of proper recognition for workers' creativity as well as lack of opportunity for career advancement in comparison to colleagues in the faculties or other units of the universities. It is obvious that personnel working in such organisations and conditions may likely not commit themselves to organisational goals as required for the growth of the organisations. Therefore, investigating demographic variables, organisational support and job satisfaction as they predict personnel commitment in university libraries becomes an imperative exercise for improved service delivery to users.

## **1.2 Statement of the Research Problem**

The success of achieving university library goals depends on its capability to attract and retain competent and committed personnel, who to a large extent determine the quality of services enjoyed by its users. Committed personnel work dutifully, diligently, provide value, and take ownership of assigned duties because there is little or no need for supervision in accomplishing the tasks assigned. They also serve as ambassadors of their organisations, not likely to job hunt or be tempted by other

employers, and are most likely to promote organisational values within and outside the offices.

In spite of the importance of personnel commitment in achieving organisational goals, it is evident in recent studies that personnel commitment is declining in university libraries in Nigeria (Amusa, *et al.*, 2015; Olajojo & Oyeboade, 2016; Oyovwevotu, 2017). Personnel's attitudes and behaviours seem not to be encouraging as reflected in acts such as lateness to work, absence for flimsy excuses, dereliction of official duties for personal engagement, personal interest above organisational interest as well as high turnover intention among library personnel. Apparently, this attitude and behaviour could have negative implications on services provision, library patronage and ultimately defeat the set library goal of providing information services to members of the university community.

In view of these, studies have suggested that personnel commitment could depend on a number of factors such as demographic characteristics (age, years of experience, designation), organisational characteristics (staff wellbeing, organisation policy, supervisor support), and job characteristics (salary, career advancement, work environment, recognition), among others (Hanaysha, 2016; Liu, 2018). However, the review of related literature has shown scarce empirical evidences from Africa and Nigeria in particular to justify this assertion in university libraries. Also, no available studies have combined the variables and the constructs of the present study.

Therefore, there is need for an empirical evidence to ascertain what factors are responsible for the decline in the state of personnel commitment in university libraries in South-West, Nigeria. Could it be attributed to demographic variables of personnel? Could it be organisational support or personnel's level of job satisfaction? Thus, it

was the goal of this study to investigate demographic variables, organisational support and job satisfaction as predictors of personnel commitment in university libraries in South-West Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of this study was to investigate demographic variables, organisational support and job satisfaction as predictors of personnel commitment in university libraries in South-West Nigeria. The specific objectives were:

1. determined the level of personnel commitment in university libraries in South-West Nigeria;
2. found out which demographic variables influence personnel commitment in university libraries in South-West Nigeria;
3. found out the extent of organisational support to personnel in university libraries in South-West Nigeria;
4. determined the level of job satisfaction of personnel in university libraries in South-West Nigeria;
5. determined the significant influence of organisational support on personnel commitment in university libraries in South-West Nigeria;
6. determined the significant influence of job satisfaction on personnel commitment in university libraries in South-West Nigeria;
7. determined the joint significant influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-West Nigeria.



#### **1.4 Research Questions**

The following research questions guided the study:

1. What is the level of personnel commitment in university libraries in South-West Nigeria?
2. What are the demographic variables that influence personnel commitment in university libraries in South-West Nigeria?
3. To what extent is organisational support to personnel in university libraries in South-West Nigeria?
4. What is the level of job satisfaction of personnel in university libraries in South-West Nigeria?

#### **1.5 Research Hypotheses**

The following hypotheses were formulated and tested at a 0.05 level of significance.

H<sub>01</sub> There was no significant influence of organisational support on personnel commitment in university libraries in South-West Nigeria.

H<sub>02</sub> There was no significant influence of job satisfaction on personnel commitment in university libraries in South-West Nigeria.

H<sub>03</sub> There was no joint significant influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-West Nigeria.

## **1.6 Significance of the Study**

It is expected that the findings of this study would be of great benefit in providing empirical evidence on demographic variables, organisational support and job satisfaction as they predict personnel commitment to library management, government and policymakers, library personnel, and researchers in the field of library and information science and related disciplines. To the library management, the adopted Three Component Model will have its relevance in making the management to have an in-depth understanding of the personnel's perception of commitment towards the library. In the same vein, the study will reveal to library stakeholders the factors that influence personnel's commitment and level of commitment so that library can make efforts for their enhancement and remain successful.

The policymakers in the affairs of library would find the adapted Organisational Support Theory in the study useful in knowing that personnel's commitment to organisation is reciprocal. That is, the same way the government is expecting the library personnel to commit to university goals, the personnel are also expecting the management and policymakers to commit to the personnel's welfare. Similarly, the adapted Two-Factor Theory of job satisfaction will enable stakeholders in the administration of university libraries understand factors that could improve job satisfaction of library personnel. Consequently, these would enable university library management to enact and implement policy statement favourable in this direction.

The study would provide empirical evidence on demographic variables, organisational support and job satisfaction as they predict personnel commitment to university administrators, policymakers, among others, which would enable them to formulate

policies that would enhance personnel commitment to the university libraries. To the library users, the study will enable the provision of better library services to them. This would be possible because only committed staff would be willing to render assistance to users, especially when such help is not part of their assigned duties.

To the library personnel, the study would avail them the opportunity to reveal their expectation of support to the university and library management in particular. It would also give them the opportunity to expose their level of job satisfaction and its consequences on the level of commitment to the library administrators. This would enable the university to improve on their responsibilities to the personnel and care for their wellbeing and work conditions. Likewise, the study would provide empirical evidence to scholars and researchers in related disciplines who may wish to undertake studies on demographic variables, organisational support, job satisfaction and personnel's commitment to organisational goals. The conceptual model of the study will serve as a guide for the future researchers in library and information science as well as related disciplines.

### **1.7 Scope of the Study**

The content scope of the study was limited to demographic variables, organisational support, and job satisfaction as they relate independently and jointly to personnel commitment in the university libraries in South-West Nigeria. Only demographic variables of age, gender, marital status, level of education, year(s) of employment and designation were examined in the study. Likewise, personnel's job satisfaction was limited to achievement, recognition, nature of work, promotion opportunity, salary, communication flow and working conditions, while the organisational support

construct was based on the personnel's wellbeing, supervisor support, job environment, organisational policies and fair treatment.

The geographical scope of the study was limited to federal, state and private universities in South-West geo-political zone of Nigeria. The study was limited to 18 out of the 46 universities in the South-West geo-political zone. In addition, the study was limited in population to librarians, library officers and support staff in university libraries in South-West Nigeria. The study excluded library personnel such as secretariat staff, maintenance staff and security staff in these universities because their involvement in library operations is minimal compared to librarians, library officers and library support staff where in most universities, their job description is not restricted to the university library alone. That is, they could be transferred to other units or organs of the university at any time their services are required.

### **1.8 Operational Definition of Terms**

The following terms were defined as used in the study:

**Demographic Variables** are descriptive characteristics of respondents such as age, gender, marital status, designation, and level of education, year of employment, among others, which are responsible for employee's feeling and sense of belonging towards achieving organisational goals.

**Federal Universities** are federal government of Nigeria established and funded universities in South-West Nigeria.

**Job Satisfaction** is personnel's feelings of contentment on the job in the university library in South-West Nigeria.

**Librarians** are professional library staff who are employed as members of academic staff with at least a Bachelor's Degree in Library Science/Studies (BLS) or Library

and Information Science/Studies (BLIS) and work in university libraries in South- West Nigeria.

**Library Officers** are paraprofessional employees working in the university libraries in South-West, Nigeria with at least an Ordinary National Diploma (OND) Certificate in Library and Information Science or Library and Information Technology.

**Library Personnel** are employees such as librarians, library officers and support staff that provide information services in university libraries in South-West Nigeria.

**Organisational Support** is the extent to which library personnel in South-West, Nigeria perceive that the services they provide are valued and that the university management cares about their wellbeing.

**Personnel Commitment** is the degree to which members of staff in the library in South-West Nigeria are willing to carry out library objectives and retain their membership of the university libraries.

**Private Universities** are non-governmental established and funded universities in South-West Nigeria.

**Support Staff** are personnel working in university libraries in South-West, Nigeria, but do not hold any certificate in library and information science or technology.

**State Universities** are state government established and funded universities in South-West Nigeria.

## CHAPTER TWO

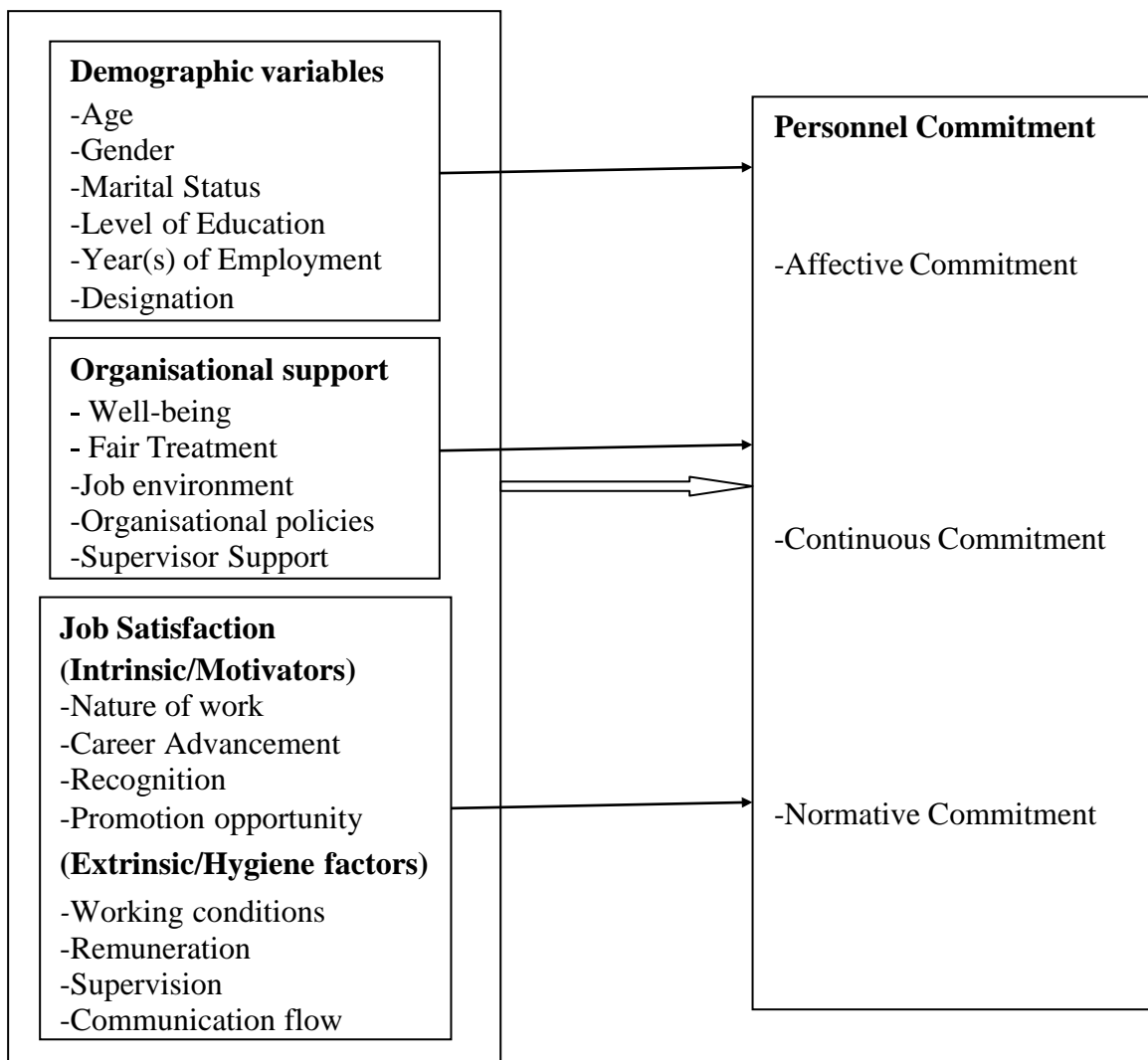
### 2.0

### LITERATURE REVIEW

#### 2.1 Conceptual Framework

##### 2.1.1 Conceptual model

The conceptual model of the study is as shown in Figure 2.1.



**Figure 2.1:** Conceptual Model of Demographic Variables, Organisational Support, Job Satisfaction and Personnel Commitment

**Source:** Researcher's Original Construct (2023)

The conceptual model in Figure 2.1 is built on the theories and literature that were reviewed. It shows the key concepts in this study and how they are linked to one

another. In other words, it shows the interaction between dependent and independent variables in this study producing the final outcome on personnel commitment. In particular, the model shows how demographic variables (age, gender, marital status, level of education, year(s) of employment and designation); organisational support (wellbeing, job environment, supervisor support, organisational policy and fair treatment) and job satisfaction (nature of work, career advancement, recognition, promotion opportunity, working condition, salary, supervision and communication flow) associate with personnel commitment (affective, continuous and normative commitment).

In the light of this, it is postulated that demographic variables (age, gender, level of education, years of employment and designation) would predict personnel commitment in university libraries. The model also shows how organisational support (wellbeing, job environment, supervisor support, organisational policy and fair treatment) would predict personnel commitment. In a similar way, the model postulates that the job satisfaction of personnel (nature of work, career advancement, and recognition, promotion opportunity, working condition, salary, and supervision and communication flow) would predict personnel commitment. In view of the above, the model therefore proposes a direct relationship between independent variables (demographic variables, organisational support, and job satisfaction) and dependent variable (personnel commitment).

### **2.1.2 Concept of personnel commitment**

Commitment is defined as dedication to provide a service, product or faithfulness to a particular person, workplace, or conviction and readiness to get involved in a cause (Mcintyre, 2016). This shows that commitment has different dimensions such as

commitment to individuals, groups, organisation, and workplace as well as to ones career or profession. Undoubtedly, personnel commitment is highly significant in all organisations because its continuous success and development lie solely on how the employees are committed. Researchers and scholars have used the term personnel commitment, employee commitment and organisational commitment interchangeably in the literature. Also, different approaches have been used by scholars in defining personnel commitment to organisation. According to Allen and Meyer (1997), personnel commitment is defined as a psychological feeling that makes personnel to be attached to an organisation in a manner that turnover intention among the employees is reduced. Similarly, Abasilim *et al.* (2019) described commitment as employee's affection and conviction to organisational goals and his or her effort to reach those goals by retaining his or her membership of the organisation. In other words, commitment is the attitude and affection that personnel display in an organisation to attain organisational success.

Sinding and Waldstrom (2014) explained organisational commitment as the extent to which personnel are willing to identify themselves with a firm and its objectives. Israel *et al.* (2017) described personnel commitment as the total personnel's trust and thoughts about their firm or workplace. Faisal and Al-Esmael (2014) viewed personnel commitment as the personnel extra effort beyond that which is expected; organisational pride; intention to stay in the organisation; internalisation of the values and goals of the organisation; desire to retain organisational membership no matter the type of assigned job; loyalty to the organisation; and considering the organisation as the best of all organisations.

Moreover, Rina (2018) defined personnel commitment as a psychological relation between employees and firms by accepting and carrying out the set objectives as well



as having a strong influence on staying with the organisation. According to Zhou *et al.* (2014), most scholars support the view of Meyer and Allen (1991) that personnel commitment reflects the psychological status between employees and organisations. Thus, in this study, personnel commitment is viewed as personnel's level of dedication to his or her organisational goals and objectives and his or her willingness to put more efforts in achieving such organisation set objectives.

According to Allen and Meyer (1997), personnel commitment has three components, namely affective commitment, continuance commitment and normative commitment. In the view of McShane and Von-Glinow (2018), affective commitment is concerned with worker's emotional attachment to, involvement in, and identification with the firm they are working with. In a similar view, Slack *et al.* (2010) described affective commitment as a sense of employee's attachment and a feeling of belonging to the organisation. They opined that personnel who exhibit affective commitment would have a more positive work experience which would strengthen the workforce inside and outside of the organisation. Personnel who have a high level of affective commitment are brand ambassadors of their organisations since they can assist with increasing other employees' affective commitment levels by the reason of their positive relationship with the organisation (Slack *et al.*, 2010). This shows that personnel that display affective commitment in organisations are likely to influence productivity in their colleagues.

Normative commitment, on the other hand, is a feeling of obligation on the part of personnel to maintain membership of his or her organisation. The sense of obligation is also derived from the employee having a positive experience that is attributed to the organisations showing an interest in them as an employee and a person (Rodrigo, 2012). Normative commitment is considered to be greater in organisations

where there are incentives for employees (Meyer & Allen, 1991; Slack *et al.*, 2010). Normative commitment increases when there are affective committed employees as well, considering that they are the most fitting examples of committed employees (Slack *et al.*, 2010).

Continuance commitment is the extrinsic need to stay with the organisation, such as salary and benefits (Meyer & Allen, 1991). At the continuance stage, the personnel consideration for commitment is based on social and economic cost of the organisation. Therefore, when the level of continuous is high, it may lead to high turnover intention among personnel, which is not a good positive development to the organisation (Meyer & Allen, 1991). In addition, with a decrease in desire and the cost of leaving being too high, the employee productivity decreases and could result to poor service delivery in terms of quality of service being provided to the community they serve (Meyer & Allen, 1991). This implies that an organisation where continuance commitment of employee is high would be characterised with minimum motivation to stay, as the employees are not happy in the job setting. Continuance commitment is an influential factor in organisational commitment from the perspective of the employee (Slack *et al.*, 2010). As opined by Saygan (2011), personnel whose normative and affective commitment are low, and lack other opportunities of exploring work elsewhere have high levels of continuance commitment. This shows that such personnel's motivating factor of staying with the organisation is only based on financial and other economic benefits derived from the establishment.

Literature has revealed many significance of personnel commitment in organisations. For instance, organisations seem to be interested in having highly committed employees, because it is commonly accepted that organisational commitment could

lead to various organisational outcomes such as lower or higher level of turnover, increased motivation, improved organisational citizenship behaviour, and continuous organisational support (Sanda & Kuada, 2016). This means that personnel commitment is an important element in determining organisational competitiveness which enhances the motivation and engagement of employees (Azeem, 2010). Personnel commitment also has a strong association with employee performance and behaviour (Andrew, 2017; Claudia, 2018). That is, personnel who are committed would likely show positive behaviour such as lower absenteeism and turnover intention that would lead to high job performance in the organisation. This can lead to increased profits, cost savings, efficiency and innovation in an organisation (Geldenhuys *et al.*, 2014).

Likewise, the studies conducted by Bin-Dost *et al.* (2011) and Solomon *et al.* (2012) revealed that employees' commitment is among the most important determinants and leading factors that determine the success of an organisation in a competitive environment. The researchers believed that increased effectiveness, performance, achievement of short- and long-term visions and decreased turnover, absenteeism, apathy, ineptitude, sabotage at organisation are due to high level of personnel commitment. In contrast, when personnel commitment is low, it can lead to failure if not total collapse of the organisation. Moreover, qualified and committed staff will ensure sustainability and provision of quality services over the long term in the organisation (Chartered Institute of Personnel and Development, 2014). Thus, the importance of commitment in the service sectors such as the university libraries cannot be overemphasised as an indicator of success or failure.

In the view of Tolentino (2013), the staff with high level of commitment sees himself or herself as a true member of the organisation and someone who is likely to embrace

high beliefs and values of the organisation and unlikely to pay attention to minor sources of distraction. On the contrary, high levels of employee turnover, hostility and constant recruitment with high losses in terms of cost, technical know-how and team spirit are associated with having non-committed personnel in organisations. This shows that a committed library staff will take an active interest in the success of the university library by bringing forth increased patronage of users, effective service delivery to users as well as innovation that will make the library stand out among other units or organs of the university.

The literature has revealed many factors that predict personnel commitment such as personal factors, organisational factors, and job factors, among others. Berberoglu (2018) maintained that the behaviour of employees in organisations is the outcome of their demographic characteristics as well as the organisational factors of the environment in which the employees operate. This implies that personal and organisational factors of personnel could influence their behaviour to either commit to organisation or not. Memari *et al.* (2013) opined that personnel commitment and its three dimensions present positive and negative relationships with age, sex, education, job status, and years of employment's variables. This indicates that demographic variables of employees have influence in determining commitment to organisations.

Further, Chinomona and Mloi (2014) showed that institutional support or organisational support influenced personnel commitment. The researchers submitted that institutions supporting their teachers are likely to enjoy quality services from the workers. Besides, Labrague *et al.* (2018) indicated that increasing levels of organisational support among employees had a direct impact on employee self-concepts, optimism, level of self-efficacy and emotional belonging which serve as significant factors in the improvement of employee commitment. Additionally, the

study by Saadeh and Suifan (2019) revealed that organisational support significantly associated with organisational commitment. These indicate that positive organisational support will result in high personnel commitment to the organisation. On the contrary, a negative organisational support will bring forth low level of commitment among personnel.

In a related study by Tatar (2020), the researcher showed that personnel satisfaction with work, pay and incentives, opportunities for growth, career advancement, style of leadership and supervision, work group and social relations between employees, and work conditions such as safety, health and stability had significant impact on the level of personnel commitment to his or her organisation. This implies that when personnel's level of job satisfaction is high, their level of commitment to the organisational success will be high. In contrast, organisations with low level of job satisfaction among their personnel are likely to have employee with low commitment, hence organisational failure.

### **2.1.3 Demographic variables and personnel commitment**

Demographic variables are those characteristics such as age, gender, marital status, and level of education which relate to library personnel and can have effects on how they act and behave towards achieving library goal and supporting institutional curriculum. Ogba (2017) defined demographic variables as the descriptive background and social-environmental attributes attached to a person which is responsible for encouraging or discouraging actions towards a task. Similarly, Kim *et al.* (2010) defined demographic variables as attributes which a person has and can take advantage of to obtain output of his desire. In the current study, demographic variables are those characteristics such as age, gender, marital

status, level of education, employee's designation and year of employment which can affect how personnel act and behave towards achieving organisational goals.

Demographic variables play an important role in determining personnel commitment. Literature showed personal factors or demographic variables as being interchangeably used in literature and are among the determinants of personnel commitment. These factors include age, marital status, level of education, employees' designation, years of employment and gender. Gender as one of the demographic variables in this study refers to social-psychological categories of masculinity 'male related characteristics' and femininity 'female related characteristics' (Khan *et al.*, 2013).

According to Mohammed and Eleswed (2013), the influence of gender on personnel commitment remains unclear. While some studies (Hassan, 2012; Wynen *et al.*, 2013; Sloan, 2017) revealed that women are more committed to their organisations than men, others have found that men are more committed than their female counterparts. However, the studies of Suri and Petchsawang (2018) and Teferi *et al.* (2016) uncovered that there is no significant difference between male and female personnel commitment.

Marital status is also another demographic factor that can impact on personnel's commitment to organisation. Marital status is described as the condition of being a married or an unmarried male or female (Adenuga *et al.*, 2013). Employee marital status could be single, married, widowed or divorced. Some studies (Affum-Osei *et al.*, 2015; John & Pant, 2018) have shown that unmarried people are more committed compare to married people. This opinion could have been as a result of the way unmarried people are being viewed as having more freedom, hence should

be expected to be committed. In contrast, Adenuga *et al.* (2013) and Choong *et al.* (2013) believed that married people are more committed to their organisation. This may be due to the popular belief that married people are responsible to their family and need job stability.

Furthermore, age is another demographic variable in this research. Age is the period of time during which an employee has lived on the surface of the earth, usually, the period from the birth of the personnel to the period being referred to or spoken of. Employees' age has been classified into different groups. Any employee that is less than forty years are usually classified as young while those above this age period are usually referred as being old. Evidence from the literature showed that age is related to personnel commitment. Younger workers are shown to be less committed compared to the older ones (Rabindarang *et al.*, 2014). This shows that as age increases, workers' loyalty increases and intention to stay with the organisation also increases. Similarly, studies by Alshitri (2013), and Suri and Petchsawang (2018) stressed that the older the personnel become, then the less alternative employment options are available which may bring forth employee dedication to the organisation. This implies that older personnel in organisations may view their current employment more favourably and may be more committed because they have a stronger investment and greater history with their organisation than younger personnel. Hence, they could realise that leaving their present organisation may cost them more than staying due to the fact that they have limited opportunities.

Educational qualification has been revealed as one of the demographic variables that predict personnel commitment (Mubarak *et al.*, 2012; Adenuga *et al.*, 2013). According to these authors, people with low educational qualifications are more committed compared with the highly educated. This is because employees with

low educational qualifications rarely change their jobs due to limited opportunities available to them. Therefore, educational qualifications give great influence on personnel commitment to organisational goals. In contrast, the study of Teklle and Solomon (2016) at Arba Minch University, Mexico expounded that the employees having higher educational qualifications show more commitment than the employees having lower qualifications. This could be due to the fact that organisations place more priority on their wellbeing than the less educated workers.

Studies from various organisations across different disciplines have investigated the relationship of demographic variables with personnel's commitment to organisational goals. Amangala (2013) examined the effect of demographic characteristics on organisational commitment. The study focused on salespersons in the soft drink industry in Nigeria. The result showed that age, education, job position and years of employment positively correlated with organisational commitment. Similarly, Tadesse (2019) found that years of experience and age have negative correlation with organisational commitment of teachers; while there was no significant relationship between educational background, gender and teachers' commitment, but moderate positive correlation existed between marital status and commitment of teachers.

Similarly, Rabindarang *et al.* (2014) study revealed no significant differences between gender, marital status and educational qualification on personnel commitment, but age showed a significant difference on personnel commitment. Alshetri (2013) indicated that the only significant difference in organisational commitment mean scores was found when age and education level groups were the independent variables. Equally, Alemu (2014) research at Adama Science and Technology University, Namibia indicated that as personnel's age increases, their continuance commitment and



normative commitment increased. The study also pointed forward that years of experience are negatively correlated with normative commitment, but positively with affective commitment. Therefore, it could be inferred from these studies and reviews that demographic variables of personnel can be improved or influenced, thereby leading to personnel commitment.

#### **2.1.4 Organisational support and personnel commitment**

Studies began on organisational support to personnel with the observation that if managers in organisations are concerned with the welfare of their personnel, the employees in return will be focused on the organisation's aims and objectives. Organisational support was first defined by Eisenberger and his colleagues in 1986. The authors defined organisational support as the extent of perception that employees dispense towards their employer with regards to the concern and value that the employer provides in line with the employee's wellbeing and contribution (Eisenberger *et al.*, 1986). This perception of organisational support among the workforce results in personnel's obligation to help the organisation attain its objectives, and their expectations that improved performance would be rewarded. Personnel tend to have positive perception of their organisation if such an organisation fulfils their socio-emotional requirements and is ready to reward their extra endeavours. Likewise, people perceive high level of support when they feel helping hands from their organisation. It can pertain to the willingness of the employer, which employees perceive as the offering of help whenever an employee is in need of help and assistance as well as compensating for the employee's endeavours at work.

In describing organisational support, Ridwan *et al.* (2020) viewed it as the relationship between organisational treatment, organisational attitudes and employees' behaviour towards their organisations and assigned duties. This implies that employees' responses to organisational success are based on the employees' views on the kind of attitude and treatment they receive from their organisations such that if they are positive, employees respond to organisational goals positively, otherwise, they show lackadaisical attitude and behaviour to organisational goals. Cullen *et al.* (2014) defined organisational support as employees' perceptions towards their organisations regarding the extent on how the personnel utilise organisational resources and in what level they see themselves as valuable individuals in their organisations. Jayasree and Sheela (2012) described organisational support as a one-dimensional measure of the general belief held by an employee that the organisation is committed to him or her, values his or her continued membership, and is generally concerned about the employee's wellbeing in the organisation. Organisational support may also refer to employees' perceptions concerning the extent to which the organisation values their contributions and also cares about their general wellbeing.

Based on the organisational support theory, Liu (2018) opined that employees contribute to the organisation to exchange remunerations and rewards given by the organisation to the employees, organise positive treatment of the employees, and exchange staff's positive attitude, emotion and behaviour towards the organisation. Organisational support helps to meet the needs of the organisation and helps express the organisation's willingness to provide material and other support to its employees. This shows that if personnel perceive positive treatment such as organisation's fairness, management or supervisor support, such personnel will show a positive organisational attitude and behaviour in return.

Researches on organisational support have found that it explains attitudinal consequences and behavioural outcomes that may be favourable to both the organisation and the individual personnel such as employee engagement, conscientiousness in carrying out conventional job responsibilities, organisational support, job satisfaction, performance and personnel commitment (Ahmed & Nawaz, 2015; Kurtessis *et al.*, 2017; Jufrizen *et al.*, 2021). Likewise, Eisenberger and Stinglhamber (2011) found out that organisational support is related to personnel's ability to demonstrate greater effort on behalf of the organisation, trust in the organisation as well as reduce feelings of organisational cynicism.

Consequently, Cullen *et al.* (2014) discovered that organisational support could lead to higher role performance in organisation. Likewise, studies have found that personnel with high organisational support suffer less stress at work and are more inclined to return to work sooner after been indisposed (Shaw *et al.*, 2013). Also, research evidence in a variety of workplace contexts suggests that employees reciprocate high degree of organisational support through positive work behaviour, such as increased commitment and improved job performance (El-Akremiti *et al.*, 2014; Shacklock *et al.*, 2014; Sharma & Dhar, 2016).

As well, Hood (2015) stated that personnel's commitment to organisational goals tends to increase with organisational support. Conversely, lack of organisational support can cause the personnel to be discouraged and lose focus in their contribution to the goals of organisations. Thus, organisational support affects the level to which employees perceive the organisation to be concerned about their health and welfare. When organisational support is high among personnel, it can motivate them to develop a sense of obligation to the organisation, which in turn results in greater effort aimed towards achieving organisational goals (Sharma & Dhar, 2016).

More so, it is not necessarily required that organisational support set in only when the employee has been employed. There are situations where before an employee begins work at an organisation, prospective employees organisational support as applicants make observations about the organisation and begin to consider what it would be like to work there (Wayne & Casper, 2012). Organisations' reputations often precede them, especially as the increasing use of technology has brought many organisational decisions and practices into the public eye. Accordingly, Eisenberger and Stinglhamber (2011) observed that pre-employment experiences such as perceived fairness of the interview, expected availability of work-life benefits can signal whether the organisation would be supportive to its personnel or not.

Several factors have been identified as antecedents of personnel's organisational support. These include perceived fairness with which the organisation treats its members, treatment from organisational members such as supervisors and co-workers' support as well as organisations' job conditions and practices (Eisenberger & Stinglhamber, 2011; Kurtessis *et al.*, 2017). For example, organisational fairness in making decisions and distributing resources, organisational cultures devoid of high levels of politics where employees' compensations are not based on favouritism but merit, and treatment by supervisors could take priority in personnel's perception of their organisational support. However, organisations can demonstrate their support for employees by providing benefits, developmental opportunities, autonomy, and policies that support a healthy work-life balance (Kurtessis *et al.* 2017). Empirical evidence has shown that organisational fairness directly influences organisational commitment (Suharto *et al.*, 2019). This implies that the higher the level of organisational fairness among employees, the higher the level of such personnel to organisational commitment.

Similarly, researchers have shown concerned about the outcome of organisational support in organisations. Accordingly, a supportive organisation can significantly impact employee health and happiness, whether by enhancing their day-to-day mood or by contributing to overall feelings of higher job satisfaction or lower job strain (Eisenberger & Stinglhamber, 2011; Cullen *et al.*, 2014; Kurtessis *et al.*, 2017). In addition, employees with high organisational support feel valued by their organisations, and as a result, they experience more positive attitude towards organisations and more enjoyment on the job. Eisenberger and Stinglhamber (2011) further observed that personnel with high organisational support tend to demonstrate greater organisational commitment, help to build employees' feelings of trust, help in satisfying personnel's socio-emotional needs, and reduce feelings of organisational distrust.

Likewise, studies have found that organisational support can be linked to a number of important behavioural outcomes. When employees perceive support from their organisation, they tend to demonstrate positive behaviours that benefit the organisation in return of the favour. This according to Cullen *et al.* (2014) and Kurtessis *et al.* (2017) indicates that personnel with high organisational support demonstrate greater effort on behalf of the organisation, higher in-role performance, more citizenship behaviours and fewer counterproductive work behaviours. Furthermore, employees who feel supported are less likely to demonstrate withdrawal-related behaviours, such as absenteeism, turnover intentions, job search behaviours and other counterproductive attitudes (Kurtessis *et al.*, 2017).

Organisational support among personnel was also revealed by researchers to have explained behavioural and attitudinal consequences like personnel' job satisfaction,

personnel's job engagement, employees' job performance as well as commitment of employees to the organisation (Faisal & Al- Esmael, 2014; Ahmed & Nawaz, 2015; Kurtessis *et al.*, 2017; Rader, 2021). These studies identified perceived organisational characteristics such as pay equity, personal growth and development, job security, task variety, work autonomy, performance feedback and job satisfaction as enablers of personnel's commitment to their organisational goals. This shows that the higher the degree of this identified factors of organisational support, the more willing are the employees to retain their dedication and identify with the organisation.

Moreover, a review of the literature on the antecedent of organisational support indicated that rewards and job conditions, career development, supervisor support, co-worker support, organisational fairness and work-family support are associated with organisational support. Hakeem and Nisa (2016) revealed that organisational support in turn, leads to various employee and organisational outcomes like job satisfaction, positive mood at work, reduced strains, organisational citizenship behaviours, employee engagement, high in-role performance, less turnover intentions, high desire to remain, less withdrawal behaviours and organisational commitment.

In addition, on the influence of organisational support on an organisation such as the university library which is a service sector, Ahmed and Nawaz (2015) argued that organisational justice and supervisor support strongly relate to organisational support in the public sector. The authors revealed that organisational justice and co-worker support are strongly related to organisational support in the service sector. In addition, they found that perceived job security and role conflict have a moderate relationship with organisational support in all organisations. The implication of this is that attitudinal and behavioural outcome of organisational support among personnel vary

among different organisational and job types. Therefore, it could be inferred that organisational justice, supervisor support, co-workers support, job security and role conflict influence organisational support of university libraries being a public and at the same time a service sector.

### **2.1.5 Job satisfaction and personnel commitment**

Job is referred to as an occupational act that is carried out by an individual or group of individuals in return for a reward. Satisfaction on the other hand, is the way one feels about events, rewards, people, relation and amount of mental gladness on the job (Somvir & Sudha, 2012). Thus, job satisfaction is an emotional reaction to a job situation which can only be inferred, but cannot be seen. Job satisfaction is a very important attribute which has been studied widely and frequently in work and organisational literature. As a result, attempt to define, describe, measure, and interpret its significance to various fields of study has been diversified. Hence, different field of study such as administration, management, social sciences and humanity study have different definition for it.

Job satisfaction has been described by different authors. Hassan and Romle (2015) described job satisfaction as the difference between what people want to acquire and what they actually obtained. They argued that job satisfaction is an effective response of the worker to his/her job and that it is as a result or consequence of the worker's experience on the job in relation to his/her own values. This implies that if personnel expectations and values in the organisation are met, there is tendency that such personnel will be satisfied, otherwise, job dissatisfaction will set in. In the view of Afshar and Doosti (2016), job satisfaction is peoples' thought in relation to their measure of mental happiness at work. On the other hand, Cronley and Kim (2017)

argued that the pleasurable emotional state that individual worker derives from job values is job satisfaction. However, Uysal (2018) described job satisfaction as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience. It is therefore defined in this study as library personnel's positive or negative reactions from the appraisal of their job experience in carrying out their job objectives in the university library.

Studies have shown that job satisfaction comprises of both behavioural and emotional components. The behavioural component consists of activity such as early arrival to work, sluggishness, working late, or faking illness to avoid work, while emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job (Bernstein & Nash, 2018). In the same manner, job satisfaction has a direct bearing on behaviour in the workplace, with a good level of personnel's job satisfaction reducing turnover rate of employees and minimising recruiting and training expenses associated with new employees. Satisfied employees are seen to carry out their duties well, and this could lead them to acquire greater skills and become professionals, thereby leading to increased performance and productivity (Abuhashesh *et al.*, 2019).

In addition, Gavali (2013) reported that job satisfaction is the key element of career success, productivity and development in any organisation. The author stressed that unless and until the organisation creates a sound and recreational environment for their employees, job satisfaction will be difficult to achieve. Since high job satisfaction can be seen to lead to smooth operations in the workplace and result in higher profits, it is crucial for organisations to understand the key factors that increase personnel's job satisfaction.



It would be significant to indicate that job satisfaction has a variety of constructs such as the nature of work, work conditions, remuneration, advancement, communication, appreciation, some organisational procedures and policies, security as well as connections with administration (Halcomb *et al.*, 2018). Mason (2011) who studied job satisfaction of professionals and paraprofessionals working in the library critically examined the effect of computerisation on job satisfaction. In the study, job satisfaction was measured by job security, social interaction and perceived level of health in connection with computerisation. The author found that the negative effect of these factors on job satisfaction stemmed from an inability to move up the job ladder and problems from health issues being blamed on the poor environmental condition of the organisation.

In connection with what generally determines job satisfaction, Ikonne *et al.* (2019) established that many factors influence job satisfaction. The authors observed general job attitudes of employees such as attitude towards work group, general working conditions, attitudes towards the organisation, monetary benefits and attitude towards supervision are among the most important factors related to higher job satisfaction. Additionally, work nature, work conditions, remuneration, advancement, communication, appreciation, organisational procedures and policies, and job security were indicated as important constructs in determining personnel's job satisfaction (Halcomb *et al.*, 2018).

Furthermore, Somvir and Sudha (2012) in their study explored those factors which are related to job satisfaction among library workers in engineering and management colleges in Haryana State, India. The result of the study indicated that job satisfaction among library professionals is not related to their sex, the type of library in which they work, or their vocational needs, but rather to the job environmental conditions.

This is similar to the study of Chuks-Ibe and Ozioko (2014<sup>b</sup>) where the authors identified lack of opportunities for socialisation and promotion, lack of managerial skills by administrators and poor library working devices as factors associated with low level of job satisfaction in university libraries. The study recommended that librarians should be allowed to enjoy annual leave and academic librarians should be motivated through sponsorship to attend conferences, workshops and seminars to enhance personnel's job satisfaction.

Likewise, Tinuoye *et al.* (2016) studied job satisfaction of library professionals in university libraries in Edo and Delta States in Nigeria and explored the factors influencing the job satisfaction of librarians. The findings revealed working environment, promotion, salary and wages, and training needs for professional enhancement as strong factors influencing job satisfaction of librarians in academic libraries. It was as a result of these that Adebayo (2014) suggested that remuneration, promotion opportunity, availability of working tools, recognition, attitude of personnel to work among others are vital factors to be considered while discussing matters related to information professionals or librarians' job satisfaction.

For organisation to have competitive edge over others, Saetang *et al.* (2010) stressed the need for such an organisation to push forward job satisfaction of its personnel. The authors opined that the level of job satisfaction of each personnel in the organisation is a pointer in determining the success or failure of the organisation. Hence, personnel's job satisfaction is an essential factor on which employees' job performance and commitment is hanged. (Hossain, 2014; Khan & Parveen, 2014). It is not surprising that Darbar (2015) in his study reiterated that job satisfaction should be paramount to human resources department while discharging their responsibilities to the organisation for improved organisational performance. In

relation to the libraries, Yaya (2019) posited that personnel's job productivity would be better when university library management enacted and implemented appropriate policies that would guarantee provision of work environment that is conducive, improvement of career advancement opportunity, adequate recognition of employees' contribution, better leadership style, and enhanced remuneration to personnel working in the library.

Yaya (2019) view was corroborated by Adeeko *et al.* (2017) that provision of conducive work environment became an inevitable tool towards enhancement of job satisfaction of personnel in university libraries in Nigeria. The observation was further buttressed by Somvir and Sudha (2012) that demographic variables of employees such as types of library where such employees work, gender of the personnel, designation of the employees are not determinants of employees' level of job satisfaction, but more importantly the environmental condition of the work place.

Moreover, several authors have investigated job satisfaction of personnel in different organisations including university libraries. Kaba (2017) reported in his study about the perceptions of librarians towards job satisfaction and employment challenges in library sector in United Arab Emirates. The research findings revealed that academic librarians expressed high level of job satisfaction towards their salary and additional benefits, incentives and appreciation given by management bodies. On the contrary, personnel had no satisfaction with promotion policies. In a related research by Chuks- Ibe and Ozioko (2014<sup>a</sup>) on job satisfaction among librarians in academic libraries in Niger State, Nigeria, the authors found employees' job satisfaction to be excellent which had led to librarians' punctuality and improvement in daily job obligations.

Besides, Hyder and Batool (2013) studied a comparative analysis of job satisfaction of librarians in public and private university libraries in Pakistan. They found that the library professionals associated with public universities were more satisfied compared to the private universities professionals. However, private universities were found to provide better promotion opportunities to their librarians compared to public universities.

On the contrary, the study of Idiegbeyan-Ose *et al.* (2019) on the level of job satisfaction of library personnel found that the level of job satisfaction of university library workers was low. The authors investigated the relationship between motivation and job satisfaction of staff in university libraries in Nigeria. The study adopted survey research design, the population consisted of 361 library staff in private universities in South-West, Nigeria, and total enumeration was used. The research instrument used was a questionnaire, which was analysed using Pearson Product Moment Correlation (PPMC). The results showed that library staff job satisfaction was low while their motivation level was high. The finding also revealed high level of organisational injustice to library staff in the private universities libraries. Therefore, the study recommended that staff should be more recognised and be more motivated in terms of intrinsic motivation to increase their job satisfaction.

Similarly, Khan and Ahmed (2013) investigated the job satisfaction of library professionals serving in public universities in Khyber Pakhtunkhwa, Pakistan. The outcome revealed that despite the fact that library experts working in these institutions were marginally happy with their temperament of work, they were dissatisfied with supervision, benefits, advancement. The study therefore recommended the correction

of administration structure, promotion policies, and change in academic qualification and advanced training in university libraries.

Several studies have investigated the relationship of job satisfaction factors with personnel commitment and found a positive relationship. Hanaysha (2016) examined the effects of three factors of job satisfaction namely employee empowerment, teamwork, and employee training on personnel commitment to organisations in Malaysian higher education context. To achieve the stated objectives, the researcher collected data using an online survey from 242 employees at the public universities in Northern Malaysia. The collected data were analysed on SPSS and structural equation modelling (SEM). The findings of the study indicated that employee empowerment has a significant positive effect on organisational commitment. The effect of teamwork on organisational commitment was also found to be positive and statistically significant. The finding confirmed that employee training has a significant positive effect on organisational commitment. The researcher recommended to the management in higher education sector to improve organisational commitment among their employees by focusing on employee empowerment, training, and teamwork.

Zain and Setiawati (2019) conducted a study on the influence of work family conflict and job satisfaction on medical employee performance through organisational commitment in PKU Muhammadiyah Hospital Yogyakarta, Indonesia using quantitative research approach. The finding showed significant and positive influence of job satisfaction on organisational commitment. They recommended that the organisation must increase the factors that affect employee perceptions through indicators of operational conditions to maintain and improve job satisfaction. These operational conditions include matters relating to workplace procedures and regulations, such as bureaucratic policy and workload.

In the study of Bravo *et al.* (2019), the study examined the relationship between psychological contract and three work attitudes - job satisfaction, affective commitment, and turnover intention in a sample of National Collegiate Athletic Association coaches. A total of 383 coaches responded to the survey that included items in the transactional and relational psychological contract - job satisfaction, affective commitment, and turnover intention. Results revealed that job satisfaction had a positive influence on affective commitment, which negatively led to turnover intention, while affective commitment had no significant influence on turnover intention.

In another study, Bennett (2019) analysed the relationship between job satisfaction and organisational commitment among fast food restaurant employees in the Caribbean. The study participants completed two survey instruments, which included the Minnesota Satisfaction Questionnaire (MSQ) short form and the Klein one-dimensional Target-free scale. The results indicated that there was a moderate significant positive relationship between overall job satisfaction and overall organisational commitment among fast food restaurant employees in the Caribbean.

Likewise, Akanbi and Itiola (2013) examined the relationship between organisational commitment and job satisfaction among health care employees in Nigeria. The findings revealed that there was a significant positive relationship between the two constructs. Similarly, Gebremichael and Rao (2013) assessed the relationship between organisational commitment and job satisfaction among support and academic employees at a non-profit public higher education institution in Ethiopia. The study also found a significant positive relationship between the two constructs.

According to Yaya *et al.* (2016), job satisfaction enhances the efficiency of workers in any organisation especially in the academic libraries as a job satisfied worker is a happy and productive worker. In the light of all these, library personnel, like other public workers, should be provided with quality job satisfaction that would enhance their efficiency in the university libraries.

## **2.2 Theoretical Framework**

### **2.2.1 Three- component model of commitment**

To understand the dependent variable (personnel commitment), the three-component model (TCM) of commitment propounded by Meyer and Allen (1991) was adopted. The theory states that employees' attitude and behaviour would likely have consequence influence on the conditions that contribute to stability or change in employees' commitment (Meyer & Allen, 1991). Three-component model is a combination of commitment of personnel to the organisation based on the attitude and behaviour. The three components are affective, continuance and normative commitment.

Affective commitment is concerned with personnel displaying emotional feelings towards the organisation and its influence in retaining his or her member of the organisation. Continuance commitment has to do with personnel analysis of the cost benefit of staying or leaving the organisation, while normative commitment is concerned with employee's feelings based on obligation or duty to remain with an organisation due to personal norm (Arfat & Riyaz, 2013). The three-component model is a diverse model that incorporates different forms of attitudinal and behavioural commitment, in which each element has some form of influence on turnover (Meyer & Allen, 1991). Thus, researchers have viewed the three-component

model as the main importance by which employee might want to stay within an organisation. That is, they are either emotionally attached (affective) or analysis of cost benefit (continuance) or feeling of obligation (normative). This was attested to by Wong and Tong (2014) investigation on the effects of career opportunity on organisational commitment in the information technology industry in China. The researchers found that personnel commitment to organisation can best be studied with three-component model of (Meyer & Allen, 1991).

Solinger *et al.* (2008) did not support the model based on duality of continuance component and negative correlation between affective component and continuance component of TCM. The researchers argued that affective commitment was targeted toward personnel's attitude compare with the other two components, that is, continuance and normative which were targeted towards employees' behaviours. The recommended of the study was that personnel commitment could be better studies with one-dimensional affective construct. Nevertheless, there is no ambiguity in original intent of Meyer and Allen (1991) in the combination of both behavioural and attitudinal commitment into a single model. This indicated that commitment of employee to organisation could be a multiple dimension and that the TCM constructs was broader.

### **The relevance of the model to the study**

This model is relevant to this study because it will enable the university library management identify the kind of commitment its personnel possess - whether it is emotional, obligatory or the fear of loss in cost that they will incur if not committed. This will enable them to improve on factors that create non-commitment to organisational goals among its personnel while sustaining the factors that make them committed.



### **2.2.2 Herzberg's motivator-hygiene or two-factor theory**

Motivation-Hygiene or Two-Factor Theory was postulated by Herzberg in 1959. The theory states that there are differences in the factors that can make personnel satisfied from those that dissatisfy the employees. In accordance with the theory, job dissatisfaction is not the opposite of job satisfaction, but rather, no satisfaction; and the opposite of job satisfaction is not job dissatisfaction but no satisfaction (Ikonne *et. al.*, 2019). According to the authors, motivation factors are factors that could lead to employee satisfaction, while hygiene factors are such factors that could lead to employee dissatisfaction. Hygiene issues, according to Herzberg, cannot motivate employees but can reduce employee's dissatisfaction, if it is properly carried out. In other words, they can only become not satisfied if they are absent or mishandled. Hygiene issues include organisational policies, supervision, salary, interpersonal relations and working conditions among others.

Motivation factors, on the other hand, are factors that create satisfaction by fulfilling individual employee's needs for meaningful personal growth and development. These factors include the nature of work, achievement, recognition, responsibility, and advancement. Herzberg believes that once employee's hygiene factors are properly addressed, the motivation factors would promote job satisfaction, hence organisational productivity would be enhanced. Hygiene factors are considered less important to job satisfaction than motivation factors, but are related to the need to avoid unpleasantness - motivation factors on the contrary lead to job satisfaction based on employee's determination for self development and goal's actualisation (Mohammed *et al.*, 2017). This shows that the main focus of the theory is the identification of the differences between motivation factors and hygiene factors for the attainment of employees' job satisfaction.

## **Motivation Factors**

**Nature of Work:** Nature of work is defined as the type of work or duty in which an employee is hired to perform in an organisation which includes both the basic duties performed on the job and other non-routine tasks assigned by the employer (Indeed Editorial Team, 2022). This indicates that employee's nature of work is not related to the day-to-day duty alone, but also other occasional assignments that could be assigned by the organisation. Nature of work is believed to affect both individual employee and organisation in term of job satisfaction and organisational productivity. That is, a high level job satisfaction by employee would result to a high level organisational productivity and vice versa. Therefore, assistance rendered to an employee by simplifying his or her job and the pleasure derived may contribute to employee's level of job satisfaction.

**Career Advancement:** In describing career advancement, McKay (2018) viewed it as "employee's opportunity to be promoted to a higher position, moving ahead in a company or position or be given more responsibility in the current role." This means an employee's desire to climb the ladder of promotion to reach the pinnacle of his or her career. This could be achieved through training or skill acquisition. It is believed that regular training of employee will motivate them for higher performance thereby improving job satisfaction. On the other hand, career stagnation could result to employee quitting his or her job due to lack of motivation.

**Recognition:** Researchers have defined recognition in different ways. Andriotis (2018) described employee recognition as the acknowledgment from organisation for exemplary work performance by the employee to enhance personnel's attitude and behaviour that could lead to better job performance. On his part, Hastwell (2022)

defined recognition as personnel's view about the gratitude shown by organisation for employee's contribution to the organisation which may or may not necessarily be monetary reward. This means that recognition is any credit outside regular remuneration received by an employee for his her contribution to organisational success. When employees are recognised for their hard work, they tend to show positive organisational behaviour such as job satisfaction and commitment. Recognition helps to boost employee's morale, feeling of ownership and pride in the organisation, decrease in negative organisational behaviour such as absenteeism - desiring to achieve more for the organisation and ultimately increases their willingness to stay with the organisation (Wickham, 2022). Employees are usually acknowledged for different purposes such as rare achievement, exhibiting desired organisational behaviour, long services, among others.

**Promotion Opportunity:** Promotion opportunity is defined as the employee's ascension to higher ranks which usually involves a change in position, status, responsibilities, salaries, and other benefits that could drive employees for more dedication and organisational loyalty (Barman, 2022). Each employee working in an organisation has target goals to be achieved right away from the time such employee is shaping his or her career path. Once there is an obstacle to these goals, employees feel dissatisfied and could lead to negative behaviour. However, organisations that constantly promote their workers stand to reduce attrition, minimise negative organisational behaviour and ultimately improve employee's job satisfaction. Promotion opportunity has different forms which are dry, horizontal, vertical, open or closed promotion. Dry employee promotion means employees will be put in a different position at the same level, so that they will experience an increase in responsibilities without higher remuneration while horizontal employee promotion

would reward employee with a pay cheque increase, but without responsibilities (Iniguez, 2022). Vertical promotion according to Iniguez is concerned with change in both responsibilities and salary, open promotion is a situation in which every person in an organisation is entitled to promotion opportunity and close position is a situation wherein only selected team members are eligible for a promotion.

### **Hygiene Factors**

**Working Conditions:** Work condition is defined as the setting, social features and physical conditions in which an employee carries out its job impacting feelings of wellbeing, workplace relationships, collaboration, efficiency and employee health (Herrity, 2022). This means that it is the environment in which an employee performs his or her duty that could influence his or her positive or negative feeling about the job. Among many factors forming employee's working condition are: physical size of the working area, layout, furniture, working tools or equipment, workplace safety, work-life balance, among others. Working condition has been found to greatly influence interpersonal relationship among employees, team cohesion and motivator for employee's job satisfaction. A good restroom in an organisation, for example, could serve as a motivating factor for employee - the same way it could be responsible for employee's job dissatisfaction.

**Remuneration:** Remuneration is defined as compensation or payment made by an organisation to individuals or employees as payment for the work done or services rendered to the organisation (Corporate Finance Institute, 2022). This includes whatever base salary an employee receives, along with other forms of benefits accrued to him or her during the engagement of the employee. Remuneration of employees depends on many factors among which are: employee's value to the

organisation, individual employee's status in the organisation and how long the employee has spent in the organisation, among others. Studies have found remuneration as a very important factor that could motivate personnel for positive organisational behaviours such as punctuality, low turnover intention, and increased job satisfaction.

**Supervision:** Supervision is the process through which an organisational manager or supervisor regularly interacts and meets with the workers under him or her to review employee's work and provide support. The job's description of a supervisor includes but not limited to assigning duties, setting the expected standards, monitoring and reviewing performance, identifying learning and development opportunities and keeping them updated with wider organisational news. Supervision helps organisation in facilitating control, ensuring optimal utilisation of resources, enforcing discipline and obtaining feedback from the workers. Studies have shown that effective supervision could serve as useful incentives in improving employee's motivation and consequently increase employee's level of job satisfaction (Samiksha, 2021). This shows that poor supervision could serve as hindrance to the growth of an organisation.

**Communication:** Communication is the exchange of information and ideas among employees working in an organisation through different media. There are majorly two types of communication, namely verbal and non-verbal communication. Verbal communication includes face-to-face conversations, emails, chat messages, videoconferencing, phone calls while non-verbal communication includes eye contact, body language, and tone of voice. Communication is very important to organisational success. It serves as a key for better cooperation and collaboration among employees,

helps to boost employees' morale, engagement, productivity, and satisfaction, and eventually leads to better results for individual workers and the organisation. Good communication in the workplace ensures that employees have the information they need to perform well, builds a positive work environment, and eliminates inefficiencies (Coursera, 2022). Studies have shown that poor communication among employees could result to negative organisational behaviour such as low level of employees' job satisfaction and less productivity (Cook-Cambell, 2022; Lombardo, 2022). This indicates that when there is an effective communication among the team of employees, they tend to bring more dedication and pride to the organisation.

### **The relevance of the theory to the study**

Herzberg's motivator-hygiene theory is relevant to this study because the theory if properly applied would reveal to stakeholders in the management of university libraries those factors that enable employee's job satisfaction so that the management could improve on it. At the same time the theory would reveal to university library management those factors that induce dissatisfaction of employees so that they could eliminate it. This implies that when the university management gives adequate consideration to the needs of the employees in terms of opportunity for career advancement, work environment that is befitting, prompt payment of living wages, supportive supervision, adequate recognition of employees' contribution, these would not only increase organisational productivity, but would serve as stimulus towards employees' job satisfaction. Therefore, achieving library goals would be made possible because the theory would provide opportunity for the enhancement of satisfaction factors and elimination of dissatisfaction elements.

### **2.2.3 Organisational support theory**

Organisational support theory (OST) was originated by Eisenberger *et al.* (1986). The theory is centre on employee's perception of his or her contribution to the organisation and the willingness of the employer to adequately compensate the employee in exchange of his efforts by showing positive attitude towards the wellbeing of the employee. These perceptions are developed to ascertain the organisation's readiness to reward increased work effort, and to meet socio-emotional needs such as esteem, approval and caring for the representatives of the organisation. Moreover, the theory suggests that when organisational support is high, personnel have the tendency to reciprocate to the organisation by helping the organisation achieve its objectives.

In the light of above, and the fact that organisations have human characteristics, employees therefore pay attention to the way in which organisations treats them to pay back as determined by the extent to which the organisation is supportive and values their contributions (Satardien, 2014). Based on this premise, when organisations care about their employees' wellbeing and place value on their contributions, employees develop higher levels of organisational support. In turn, the level of organisational support can indirectly affect employee attitudes and behaviours, increasing the likelihood that they would form a sense of obligation and commitment to the organisation. This was corroborated by Hakeem and Nisa (2016) that when personnel perceive that reward is valuable and meets their expectations, they try to reciprocate it by increasing their efforts and performance. So it can be inferred that there is an exchange relationship between an organisation and employees. This exchange relationship between personnel and their organisation is best explained by organisational support theory (Hakeem & Nisa, 2016).

In the work of Claudia (2018), the study found the application of organisational support theory to be very relevant in the related study she conducted. She found that organisational support theory was appropriate in her study on the influence of organisational support, job satisfaction and organisational commitment toward s organisational citizenship behaviour. The finding of the study revealed that those personnel with a positive perception of the organisational support available to them feel more satisfied with their job, which in turn encourages the creation of a high organisational commitment and results in the emergence of positive organisational citizenship behaviour.

### **The relevance of the theory to the study**

Organisational support theory is relevant to this study because it will reveal to university administrators about library personnel's perceptions and expectations in terms of organisational support. This shows that if university library personnel perceive more support from the university management, they are likely to develop more positive attitudes towards the university in terms of commitment. This will enable them to identify with the university library and improve services provision to users.

### **2.3 Review of Related Empirical Studies**

The literature has shown that several related studies have been conducted on the independent variables and dependent variable of this study. In the work of McKeever (2018) study on commitment of the employees to the organisation based on role and primary work location at multi-campus community colleges. The objective of the study was to explore differences in and predictors of adjunct instructors, administrators, and faculty's affective, continuance, and normative commitment to



multi-campus community colleges. Extraneous independent factors included time worked at the college, highest level of education, and age. The survey was administered through online software Qualtrics in Malaysia. Out of 213 surveys that were started, 201 surveys were fully completed and 12 were partially completed. Data were collected anonymously and downloaded from the online software for analysis using Statistical Package for the Social Sciences (SPSS).

Findings from McKeever (2018) found adjunct instructors and administrator employee types with administrators' affective commitment to the organisation to be significantly higher. There were no significant interactions or main effects between primary work location and employee type on the employees' perception of college leaders' collaboration, communication or empowerment; Employees' perception of college leaders' practices (beta = 0.69), adjunct instructor employee type (beta = - 0.19), and age (beta = 0.13) contributed significantly to the employees' affective commitment to the organisation. The group of factors did not significantly contribute to the employees' continuance commitment to the organisation. Employees' perception of college leaders' practices (beta = 0.49) and time worked at the college (beta = 0.16) contributed significantly to the employees' normative commitment to the organisation. The study concluded that employees' perception of leaders' practices of collaboration, communication, and empowerment was found to be the strongest predictors of employees' affective and normative commitment to the organisation. The outcome of this study revealed that personnel's perception of their leaders such as supervisor's support could go a long way in determining the level of commitment. Although, the study was conducted in developed country with better living conditions compared with the current study being conducted in developing nation whose citizens

are struggling to survive, the current study also introduced other factors that may determine personnel commitment in organisation.

In a related study by Oyovwevotu (2017), the researcher investigated employees' commitment in public university libraries in South-East geo-political zone in Nigeria. The survey research design was adopted with the aid of validated questionnaire administered to 359 professional and paraprofessional librarians in public universities in the region. Total enumeration was used for the study. Cronbach's alpha results ranged from 0.86 to 0.90. The response rate was 87.5% and data were analysed using Pearson Product Moment Correlation and Multiple Regression. The finding of the study revealed that employees' commitment to organisation among librarians in terms of affective and continuance with the exception of normative commitment was low.

The study concluded that librarians' level of institutional commitment was determined by the extent at which their institutions supported them. The study recommended that for the management of public university libraries to succeed, they must find means of increasing institutional support and also promote job satisfaction among their employees. While this study was carried out in a different zone from the current study, the study was only on public university libraries excluding private university libraries that have overtaken public university in terms of population. Likewise, the respondents in Oyovwevotu's study were only on personnel that own a certificate in librarianship. The current study, however, included other non-librarian staff as they constituted majority of the work force in many university libraries nowadays. Hence, knowing their level of commitment is imperative.

Furthermore, Olajojo and Oyeboade (2016) investigated factors affecting work commitment of library personnel in private universities in South-West, Nigeria.

Descriptive research design of the correlation type was adopted. Structured questionnaire was used to collect the data. Simple frequency count and percentage distribution, mean, standard deviation, Analysis of Variance (ANOVA) and correlation matrix table was used for the data analysis using Statistical Package for Social Sciences (SPSS). The findings of the study revealed that respondents have moderate work commitment in their various libraries. The findings revealed that there was positive work motivation and work commitment of the library personnel. The researchers identified the factors that hinder work commitment of the library personnel to include: insensitivity to library staff welfare, inability to acquire state of the art working equipment, poor funding of the library, among others. The study recommended improvement to the welfare of library personnel for better organisational commitment. The study is similar to the current study in term of research design and data analysis. However, while the study was on work or occupation commitment which is only an aspect of personnel commitment, the current study holistically approached commitment and its major predicting factors. Also, while the study was on private university libraries, the current study took both public and private university libraries into consideration.

In the work of Pratama *et al.* (2022) that examined effect of job satisfaction and organisational commitment on turnover intention with person-organisation fit as a moderating variable on employees of PT Febri Dharma Mandiri. Using descriptive research, the population of the study was 123 and questionnaire served as the instrument for data collection. Multiple linear regression analysis was employed to analyse the data. Findings of the study showed that job satisfaction and organisational commitment partially had a negative and significant effect on turnover intention. Person-organisation fit was not able to moderate job satisfaction on turnover intention

while person-organisation fit was able to moderate organisational commitment to turnover intention. The study concluded that job satisfaction and organisational commitment are important factors in determining if employees will stay or leave a firm. The study recommended that organisations should be cautious of their employees' job satisfaction and commitment. The study was able to affirm the importance of the variables of the current study to organisational success.

Furthermore, Hassan and Nagmi (2020) examined the effect of personal factors on organisational commitment among teachers working at Libyan schools in Turkey. The population of the study was 116 teachers out of which 42% were women while others were men. Data were collected through a well-structured online questionnaire, through which, the respondents could easily submit their answers. Questionnaire was used as instrument with the first part comprising demographic questions while the second part dealt with the teachers' organisational commitment levels on a five-point Likert scale rating ranging from "strongly disagree" to "strongly agree". Data were analysed by applying Analysis of Moment Structures (AMOS) and Statistical Package for Social Sciences (SPSS). Results from the analysis showed a positive and statistically significant relationship between the teachers' organisational commitment levels and their marital statuses as well as teachers' organisational commitment levels and their ages. The study concluded that both marital status and age are important precursors of teachers' commitment level.

It is important to note that Hassan and Nagmi (2020) study was carried out among teachers whose job description is service-oriented and similar to the library. However, the current study introduced other demographic variables such as designation, level of education, years of employment and gender as factors influencing commitment of

employees. The study also differs in term of geographical location, instrument for data collection and method of data analysis.

In the work of Tandon *et al.* (2020), the authors explored the relationship of variables in demographics and organisational engagement in the service sector in India. The sole objective of the study was to find the influence of gender, marital status, age, and experience on the commitment of academics working in private universities. The research was quantitative in nature where the target population was academics employed in private universities with a sample of 211 academic staff. A structured questionnaire was employed for data collection and the data collected were analysed by one-way ANOVA and independent t-test. The findings of the study revealed that age and experience had a significant impact on organisational commitment while gender and marital status showed no significant impact on organisational engagement. Based on the findings, the study concluded that there was positive and significant influence of demographic variables on commitment of academics in private universities. The study variable is similar to the current study, but differs in the area of methodology and geographical location.

Likewise, Adebisi *et al.* (2020) studied the perceived socio-demographic factors predicting affective commitment and turnover intent of employees in Nigerian insurance organisations. The objective of the study was to examine perceived socio-demographic factors of age, biological sex, and salaries of employees as they predicted affective commitment and turnover intent of employees in insurance organisations. The study's design was ex-post facto research design and the study population consisted of 105 employees selected from nine insurance organisations in Ado-Ekiti, Nigeria using convenience sampling technique. A questionnaire was used

as an instrument for data collection and analyses were done through ANOVA and t-test. The findings of the study indicated that there was no significant prediction between age and affective commitment; there was significant prediction between employee salary and affective commitment; and biological sex did not predict affective commitment and turnover intention. The authors recommended that the needs of employees deserved more attention by managers of organisations to reduce turnover intention among the employees. The geographical location of the study is the same with the current study. However, while the study was on business sector, the current study is on educational sector with differing objectives.

Okebiorun (2019) investigated the influence of training and development programmes on organisational commitment among non-teaching staff of universities in South-West, Nigeria. The researcher employed a descriptive survey research design and the population was all the non-teaching staff in the selected federal and state universities in the region. Multistage sampling technique was used to arrive at sample size of seven hundred and seven participants. Using a structured questionnaire tagged "Staff Training and Development Programme on Organisational Commitment"; the instrument was found reliable at a reliability coefficient of 0.97. The data collected were analysed with the inferential statistical tool of Chi-square ( $\chi^2$ ) and t-test at a 0.05 level of significance. The findings of the study indicated that a positive correlation exists between training and development programmes and organisational commitment. The author's conclusion based on the findings was that training and development programmes are predictors of personnel commitment to organisation and adequate funding by the government in support of training and development programmes for staff was recommended. The study shows a similarity to the current study in terms of constructs measured and sampling technique. However, while the

study population was only on non-teaching staff, the current study considers both teaching and non-teaching employees. Likewise, the methods of data analyses for the study and the current study are different.

Similarly, Novitasari *et al.* (2020) researched on the effect of organisational justice on organisational commitment of the employees of a packaging company in Indonesia which was mediated by intrinsic and extrinsic job satisfaction. The population of the study was 271 employees using simple random sampling. The returned and valid questionnaire results were 145. Data collected were analysed by employing a structured equation modelling method with Smart PLS 3.0 software. The findings of the study revealed that organisational justice had a positive and significant effect on intrinsic and extrinsic job satisfaction; intrinsic and extrinsic job satisfaction had a positive and significant effect on organisational commitment; organisational justice had no significant effect on organisational commitment; and intrinsic and extrinsic job satisfaction had significant effect as mediator between organisational justice and organisational commitment. The study concluded that job satisfaction and organisational justice positively affect personnel commitment to an organisation. While some of the variables of the study are similar to the current study, the study was carried out in a profit-oriented organisation in comparison with the current research which is on service-oriented organisation.

In another related study, Ateke and Akani (2018) sought to determine the nexus between organisational support and commitment of customer-contact employees of eateries in Port Harcourt, Nigeria. The study treated organisational support as a single dimension while commitment was measured using affective, continuance and normative commitment. The study adopted an exploratory research design which used

a questionnaire to collect primary data. The population of the study consisted of 84 customer-contact employees of eateries in Port Harcourt on a sample frame of four customer-contact employees per eatery. The accidental sampling technique was used to arrive at the test units. Pearson Product Moment Correlation (PPMC) was employed as the test statistic, relying on SPSS version 20.0.

The findings from Ateke and Akani (2018) revealed that organisational support was strongly associated with commitment of customer-contact employees. The study concluded that organisational support influenced commitment of customer-contact employees, or that affective, continuance and normative commitment of customer-contact employees depend on organisational support. The study recommended that eateries in Port Harcourt that seek to secure the commitment of their customer-contact employees should treat these employees well and give them the necessary support they require in their pursuit of a better life.

The researchers' study was exploratory in nature. This allowed the researchers to understand the nature of the problem without necessarily offering solution to the issue. However, the current study used a descriptive design which was methodically planned, designed, and formatted to collect quantifiable data. Likewise, the study was conducted among profit-oriented organisation using PPMC where the employer could make the work environment look attractive and conducive, if not for the employees but for the benefit of patrons because of the availability of resources. The current study, therefore, was on service-oriented organisation using regression analysis in organisations that generate little or no fund like profit-oriented organisation where the formal study was carried out.



The study of Ibrahim *et al.* (2017) examined academic staff turnover intention in Madda Walabu University, Bale Zone, South-East, Ethiopia. The research was carried out to determine the prevalence of academic staff turnover intention and the factors contributing to it among Madda Walabu University academic staff. The study was an institution-based cross-sectional study involving both qualitative and quantitative data collection. The interview was carried out on six purposively selected faculty members, while a total of 217 academicians responded to the questionnaire. Data obtained were analysed using SPSS version 16.

The result from Ibrahim *et al.* (2017) indicated that 164 (75.6%) of the respondents intended to leave the university. Also, finding showed a bad work environment (lack of facilities like offices, chairs, internet and toilets) as the most frequently cited reason for leaving (71.3%), followed by poor management and leadership (63.4%) and insufficient salary (63.4%). The study concluded that the prevalence of academic staff intending to leave was found to be very high; hence, the reason for alarming state of staff turnover in Madda Walabu University. The research therefore recommended that there should be staff retention mechanisms in place to improve the work environment and management and leadership and remuneration methods to retain senior and skilled academicians. Although, the outcome of the study is similar to the present study in terms of design, methods of data collection and data analyses, the current study differs in geographical location. Likewise, the current study included both academics and non-academic employees. The current study is therefore necessary to offer solution to the high turnover intention among library staff.

In addition, Arogundade *et al.* (2015) analysed the influence of perceived organisational support on job stress among selected public and private sector employees in Nigeria. The population of the study was 354 which were selected using

simple random sampling technique. Two psychological tests, namely perceived organisational support scale (POSS) and the job stress scale (JSS) were completed by the participants and the data collected were analysed using Pearson's Product Moment Correlation, independent sample t-tests and simple linear regression at a 0.05 level of significance. The results revealed a significant inverse relationship between perceived organisational support and job stress. The result also found perceived organisational support to have accounted for 6% variance in job stress. Based on the findings, the study recommended that management should endeavour to provide supportive working environment to minimise employees' job stress. The findings are related to the current study in terms of geographical location, but differ in population. The study compared with the current study used random sampling technique as against multistage sampling technique being used in the current study. Also, Pearson's Product Moment Correlation was used as the method of data analysis in the researchers' study compare with the current study that used regression analysis.

The research of Fedayi and Sema (2019) was on the relationship between organisational commitment and demographic variables of physicians in public institutions. The purpose of the study was to determine the levels of physicians' organisational commitment and to find out the perception of organisational commitment change depending on certain demographic variables (gender, educational status, professional experience, age, marital status and institutional structure). The population of the study was composed of physicians working in public institutions in 2017. Within the scope of the study, 309 physicians were reached which formed the sample size. Analyses of data collected were done through t-test, ANOVA test and descriptive statistics.

The findings from Fedayi and Sema showed that organisational commitment level was 3.23, continuance commitment level was 3.29, normative commitment level was 3.28 and affective commitment level was 3.12. The study indicated a significant difference between organisational commitment and institution structure. In addition, results showed that affective commitment level was significantly different according to professional experience, institutions structure and age. The study observed that as the ages of physicians and their professional experience increased, affective commitment levels decreased. The study concluded that there was a significant relationship between demographic variables and organisational commitment of physicians.

Also, Sloan (2017) investigated gender differences in commitment to state employment of Tennessee employees, United States. The population of the study was over 37,000 individuals working in over 1,400 positions for the state, out of which 2500 were randomly sampled. Data were collected through a 10-page anonymous mail questionnaire. The analyses were done through proportional odds logistic regression model and Z test. The result indicated that gender was a significant predictor of personnel commitment to state employment. In comparison to men, women are 1.32 times more likely to report higher levels of commitment. The study concluded that women's greater commitment to state employment compared with men was due to their higher levels of perceived co-worker support. The author recommended that public-sector managers should encourage the development of supportive relationships among employees. The study shares similarity with the current study in terms of the construct of one of the independent variables being considered. However, differences exist in the methods of data collection and data analysis. Likewise, the geographical location of the studies is different.

In another study conducted by Majekodunmi (2013) on the organisational commitment of the Nigerian Port Authority workers using organisation commitment scale with ( $r = 0.71$ ) as a measuring instrument. The objective of the study was to determine whether there was significant difference in the organisational commitment of the Nigerian Port Authority workers based on gender, educational qualifications and marital status. Five hundred workers were randomly selected from the various departments of the Nigerian Port Authority, Lagos State, Nigeria. They comprised male and female workers with the age range of 25 to 50 years with a mean age of 32.5 years. Three hypotheses were developed and tested using t-test and analysis of variance statistical tools. The results of the study indicated that no significant difference was observed in the organisational commitment of the Nigerian Port Authority workers based on gender, educational qualifications and marital status. The study recommended that the management of all organisations should always try to meet at least 75% of the demand of their workers to motivate them to give their best and be more committed to the organisation.

In addition, Affum-Osei *et al.* (2015) researched on the relationship between organisational commitment and demographic variables (gender, age, qualification, experience and marital status) of employees of commercial banks in Ghana. The study employed descriptive correlation survey and questionnaire was the instrument used to gather the data. A total of 206 employees were randomly selected from 10 branches of a commercial bank in Ghana. The findings from the study indicated that the majority of the employees were moderately and highly committed with male workers recording the highest level of commitment compared to their female counterparts. The study further revealed that significant relationship existed between organisational

commitment and demographic variables (gender, age, qualification, experience and marital status). The study recommended that employers should take the necessary measures to enhance commitment based on individual differences and some of the organisational policies should be geared towards the improvement of employees' commitment to enhance their performance.

In the study carried out by Andrew (2017) on the impact of employees' commitment on organisational performance in Eravurpatru divisional secretariat in the district of Batticaloa, Sri Lanka. The three commitments (affective, normative, and continuous) were taken as independent variables and organisational performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in the study. A five-point Likert-type scale questionnaire was constructed and administered. The results of the study indicated that employees' commitment (affective, normative, and continuous) was significantly related to organisational performance.

The study of Abdul and Raheela (2015) was conducted on the impact of working environment on employee job satisfaction. The objective of the study analysed the impact of working environment on employee job satisfaction. The target population consisted of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling was used for the collection of data from 210 employees. The results indicated a positive relationship between working environment and employee job satisfaction. The study concluded that the working environment where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management has a positive impact on the performance of employees. The study recommended that organisations need to realise

the importance of good working environment for maximising the level of job satisfaction.

In another study by Ghazali *et al.* (2018), the researchers examined the relationship between organisational support, perceived supervisor support, and organisational commitment and employees' intention to leave or stay in the casual dining restaurant in Klang Valley area, Kenya. The study had a total of 855 copies of the questionnaire that were distributed among employees working in the casual dining restaurant in Klang Valley area. The study employed convenient sampling where a total of 717 usable questionnaires gathered gave a 84% response rate. The study was analysed by using structural equation modelling.

The findings by Ghazali's *et al.* indicated that organisational commitment had high impact for both intention to leave  $\beta = -0.31$  ( $p < 0.001$ ) and intention to stay  $\beta = 0.75$  ( $p < 0.001$ ). The study recommended that for the management of public university libraries to succeed, they must find means of increasing institutional support and also promote job satisfaction among their employees.

In the research carried out by Hoa *et al.* (2020) on the empirical study of perceived organisational support and affective commitment in the logistics industry. The objectives of the study were to examine the impact of organisational rewards, procedure justice, and perceived supervisor support on perceived organisational support and to examine the impact of perceived organisational support on affective commitment to the organisation in logistic enterprises. The study was quantitative in nature and convenience sampling technique was employed to select 180 employees that formed the sample size. Questionnaire served as the instrument for data collection which was analysed through linear and multiple regressions. The study results showed

that organisational rewards, procedure justice, and perceived supervisor support had positive relationship on perceived organisational support and perceived organisational support strongly impacted commitment to organisation. The researchers recommended that perceived organisational support should be considered the key predictor of personnel commitment about which researchers should pay more attention as a concept and that managers of industry should pay attention to the implementation of rewards, procedure justice, and supervisor support to increase the perceived organisational support and personnel commitment in the logistic enterprises. While the study is similar to the current study in the area of attributes of organisational support and personnel commitment being measured, the two studies are different in terms of geographical scope and methodology.

The research of Astuty and Udin (2020) was on the effect of perceived organisational support and transformational leadership on affective commitment and employee performance. The objectives of the study were to determine the effect of perceived organisational support (POS) on employee performance and affective commitment; the effect of transformational leadership on employee performance and affective commitment; and the effect of affective commitment on employee performance. The study population was all employees in the stone milling companies in Central Java, Indonesia and purposeful sampling technique was used to select 200 participants for the study. A questionnaire was used to gather information from the respondents and the data collected were analysed using structural equation modelling (SEM) with the SmartPLS 3 software package. The findings of the study revealed positive and significant effect of perceived organisational support on affective commitment and employee performance and transformational leadership had significant effect on affective commitment and employee performance. The conclusion of the study was

that perceived organisational support and transformational leadership significantly influenced personnel commitment and performance. The study recommended that management must choose loyal, proactive, and high initiative employees to display the best performance to maintain and develop the organisation in a sustainable manner. Although some variables of the study are similar to the current study, there is difference in the studies in areas of geographical scope and methodology. While the study employed purposeful sampling, the current study uses stratified and random sampling techniques.

The study of Shoss *et al.* (2013) was conducted on organisational support, the degree to which employees identified their supervisor with the organisation, abusive supervision, and counter-productive work behaviour in organisations. The researchers investigated three samples of employees. One sample consisted of 148 employee-supervisor dyads, with employees being full-time employees in the Philippines. The second sample consisted of 254 employee-supervisor dyads, with employees being professionals in a large Philippine organisation. The third sample consisted of 187 employees of a large financial organisation in the Philippines. All participants in the three samples were surveyed to determine organisational support, the degree to which employees identified their supervisor with the organisation, abusive supervision, and counterproductive work behaviour.

Results from Shoss's *et al.* using regression to analyse results found out that there was significant association between abusive supervision and organisational support for samples 1 and 2 ( $p < 0.01$ ) and sample 3 ( $p < 0.05$ ). For all the three samples, abusive supervision was found to be associated with high perceived identification with the organisation, but there was no association when supervisors were perceived with low identification with the organisation. Result also found correlation between



abusive supervision and counterproductive work behaviour. The authors opined that abusive supervision was an indication that the organisation did not value employees' contribution, hence the employees' negative behaviour towards the organisational success.

Also, Amos *et al.* (2019) investigated organisational support and employee productivity of Nigerian oil and gas servicing companies. The study adopted cross-sectional survey research design. The population for the study was 2030 workers which were selected from four oil and gas servicing companies in Lagos State, Nigeria. The four oil and gas servicing companies were selected based on stability of operations in the last 10 years, coupled with their training and servicing capability both on the offshore and onshore front. The proportionate stratified sampling technique was used in the selection of the sample size of 421 employees. A total of 421 copies of the questionnaire were administered, of which 351 were considered usable, which represented 83% response rate with distribution across the respective companies.

The results of Amos's *et al.* showed a mean of 3.57 on the fairness of policy implementation, appreciation for work done had a mean of 3.86, supervisors support showed a mean of 4.04, work-life balance support showed a mean of 3.88 and work flexibility revealed a mean value of 3.68. With the grand mean of 3.80, the result indicated that respondents' perception on organisational support was moderately high. The findings of the study further revealed that organisational support had a positive and significant effect on employees' productivity of selected oil and gas firms in Lagos State, Nigeria. The study concluded that organisational support is a major determinant for employees' productivity. The study recommended that management

of oil and gas servicing companies should focus on improving the various forms of support given to employees to facilitate an improved level of productivity.

Furthermore, Piong (2016) investigated restaurant employees' perceptions of their supervisor's servant-leadership practices with the employees' organisational commitment and organisational support. The author employed purposeful sampling technique to select eighty eight non-supervisory personnel that formed the participant that partook in the fillings of the questionnaires. The data were analysed using inferential statistics of correlation analysis at ( $p < 0.05$ ) relationships between the independent and dependent variables. Findings from the study showed that the non-supervisory restaurant employees' perceptions of the servant-leadership practices of their immediate supervisor were positively associated at a 0.01 level of significance with their organisational support. The study also found that the restaurant employees' perceptions of the servant-leadership practices of their managers are significantly related to affective organisational commitment and total organisational commitment.

The study of Suma and Lesha (2013) was carried out on job satisfaction and organisational commitment of the employees of Shkodra Municipality in Albania, Europe. The study employed descriptive research design. Using questionnaire as instrument for data collection, fifty six copies of the questionnaire were found usable and were analysed. The data collected were analysed by descriptive and inferential statistics. Finding of the study revealed that there was positive significant influence of employees' satisfaction with nature of work, quality of supervision, and pay with organisational commitment. In addition, findings showed significant relationship between satisfaction with promotion opportunity and organisational commitment ( $p < 0.05$ ). They concluded that part of the ways to improve organisational commitment is for resource officers to improve various facets of job satisfaction. Limitations of the

study included its correlation nature that does not allow causality to be concluded. Another limitation was the size of the sample, which was not large.

In a related research by Suri and Petchsawang (2018) where the researchers investigated the relationship between organisational commitment, job satisfaction, and demographic variables in private banking sector in Bangkok. The study aimed to measure job satisfaction and organisational commitment level in private banking sector and analyse the various effects of demographics characteristics on these work related attitudes – job satisfaction and organisational commitment. The researchers collected primary data from the respondents by visiting almost 60 bank branches located near Huai Kwang, Petchuburi area, hail and cultural central, Rama, Central, Fortune, Sukhumvit and Bank-kapi area in Bangkok. The study utilised statistical techniques such as descriptive and inferential statistics, Pearson's correlation to investigate the relationship between the independent and dependent variables. The frequency statistics was used with discrete variables, such as questions of demographic information with proportions or percentages. Pearson's correlation was performed to test the relationship between the two main variables.

The results of Suri and Petchsawang's study of 401 banking employees revealed that the age, designation (profiles), experience (years of service) showed significant effect on job satisfaction and organisational commitment, while there was no significant difference seen between males and females levels of job satisfaction and organisational commitment. The study recommended that top management needs to intervene and look into the aspect of employee benefit and employee involvement in the reward system: the organisations should concentrate mainly on the incentive and reward structure rather than only supervision, nature of work and communication to enhance job satisfaction of personnel.

Similar study by Onuoha and Ayeerun (2013) was carried out on the relationship between perceived organisational support and some demographic variables on organisational commitment of non-teaching employees in a state-owned university in Nigeria. Using an ex post facto design, 206 non-teaching employees consisting of 110 males and 96 females were purposively selected for the study. The data collected were analysed using t-test independence of means and simple multiple regression. Results indicated that perceived organisational support significantly influenced organisational commitment ( $t(202) = -3.33, P < 0.05$ ). Organisational tenure significantly contributed to the variance in organisational commitment ( $B = 0.22; t = 2.30; P < 0.05$ ). The study recommended that organisations should pay adequate attention to satisfying employees work-related and non-work related needs as this would make them to increase their attachment to the organisation.

Similarly, Sadoughi and Ebrahim (2015) examined the relationship between self esteem and organisational support among health information management staff in tertiary care hospitals in Tehran (Iran). The study was a descriptive correlational one and a total population of 155 participants were randomly selected. Data were collected using Eysenck Self Esteem scale and Meyer and Allen's three component model. The collected data were analysed with the SPSS (version 16) using statistical tests of independent t-test, Pearson correlation coefficient, one way ANOVA and F tests. Results of the study revealed that organisational commitment and self esteem of the employees were 67.8, out of 120 (weak) and 21.0 out of 30 (moderate) respectively. The result further showed that normative commitment of employees was higher than continuance and affective commitment. The Pearson correlation coefficient test showed a significant organisational commitment and self esteem was statistically significant ( $P < 0.05$ ). The research concluded that organisational

commitment and self esteem had strong correlation with turnover, critical thinking, job satisfaction, and individual and organisational improvement. The researchers, therefore, recommended appropriate human resource policies as very crucial to reinforcing these measures.

In another related study, Tadesse (2019) examined teachers' organisational commitment in secondary schools in Addis Ababa, Ethiopia. The objective of the study was to measure the level of teachers' organisational commitment and correlate the level with their individual characteristics. The study employed a quantitative survey design. The researcher randomly chose 15 public secondary schools and 230 teachers using simple random sampling technique. The questionnaire with 21 questions in total was adopted from three- component model questionnaire of Meyer and Allen (1991), while frequency, mean, standard deviation, percentage and Pearson's coefficient served as instrument for data analysis. The major findings from the study showed that public secondary teachers had low affective and normative but their continuance commitment was encouraging and experienced teachers specifically showed low commitment level. Similarly, the relationship between years of experience, age, and teachers' organisational commitments, had a moderate negative correlation, educational background, gender did not have significant relationship, while marital status and teachers' commitment had a moderate positive correlation. Tadesse recommended that the school leaders, teachers' union and concerned bodies needed to develop new ways of refreshing senior teachers. Also, teachers should be given responsibilities that would allow them participate in decision making process.

Zain and Setiawati (2019) conducted a study on the influence of work-family conflict and job satisfaction on medical employee performance through organisational commitment in PKU Muhammadiyah Hospital Yogyakarta, Indonesia. The

population of the study was 133 nurses consisting of 80.8% females and 19.2% males. The study used quantitative research and questionnaire as the data collection method. The quantitative analysis techniques employed in the research included t-test, F test, multiple linear regression analysis, and path analysis with validity, reliability, and classical assumption tests. The study found that work-family conflict had no significant influence on organisational commitment, whereas job satisfaction had significant and positive influence on organisational commitment. The researchers recommended that the organisation must increase the factors that affect employee perceptions such as matters relating to workplace procedures and regulations, bureaucratic policy and workload.

In addition, Mitonga-Monga *et al.* (2018) investigated the relationship between employees' levels of job satisfaction and organisational commitment in a public railway organisation in the Democratic Republic of Congo. A cross-sectional survey design was used and the researcher employed job satisfaction questionnaire and the organisational commitment scale. Out of 2500 questionnaire distributed, only 839 were found to be usable and this yielded a response rate of 33.56%. The sample (n = 839) comprised permanently employed staff. Using correlation and regression analyses for data analysis, the results indicated that employees' job satisfaction related positively to the level of organisational commitment and that job satisfaction predicted organisational commitment. Specifically, the findings of the study revealed that employees' job satisfaction variables of satisfaction with supervisor, satisfaction with pay, satisfaction with the work itself, satisfaction with promotion and satisfaction with co-workers influenced the level of affective, continuance, normative and overall commitment in the railway organisation in the Democratic Republic of Congo, which could positively influence employees' intention to stay with the organisation. This

implies that should personnel's job satisfaction be developed or enhanced, their psychological and emotional attachment and loyalty to the organisation would be improved.

Similarly, Aban *et al.* (2019) researched on the relationship of organisational commitment, job satisfaction, and organisational support of telecommuters in the National Capital Region. The objectives of the study were to identify the employees' perception of their employers' support to their job satisfaction; and the effect of the employees' perceived organisational support toward the job satisfaction and organisational commitment. The population of the study was drawn from 200 telecommuters who were parts of the industry. Questionnaire was used as the instrument for data collection and the data were analysed by the use of descriptive statistics with the help of SPSS version 22. Finding of the study revealed that there was significant moderate effect between perceived organisational support and job satisfaction ( $\beta = 0.76$ ,  $p < 0.01$ ); significant moderate effect between organisational support and organisational commitment ( $\beta = 0.53$ ,  $p < 0.01$ ); and there was moderate effect of job satisfaction towards organisational commitment ( $\beta = 0.53$ ,  $p < 0.01$ ). The study concluded that perceived organisational support had positive effect towards organisational commitment and job satisfaction of the employees. It therefore, recommended that organisation should take necessary action towards making their employees' job interesting with the provision of positive work environment and opportunity for advancement. The study showed similarity to the current study, however, the two studies differ in geographical scope and methodology.

The study of Claudia (2018) was conducted on the influence of organisational support, job satisfaction and organisational commitment toward organisational

citizenship behaviour of permanent lecturers at University of Lambung Mangkurat (ULM). Primary data were collected using a survey questionnaire technique. The population of the study was all of the 1,022 ULM lecturers who had the status of civil servants, spread across 10 faculties. One hundred and thirty samples were collected by using a proportional-stratified random sampling method. A partial least square method was used to analyse the data.

Findings from Claudia's investigation showed that lecturers with a positive perception of the organisational support available to them feel more satisfied with their job, which in turn encouraging the creation of a high organisational commitment and results in the emergence of positive organisational citizenship behaviour. The study recommended that for increased lecturers' job satisfaction, the university administrator needs to pay attention to items or indicators that score poorly in awards given by the leadership, the organisation and management of employment practices, the policies that exist covering employment, promotion at work, as well as providing clear career paths at work. The faculty and the university administrator must find ways to recognise lecturers' contributions by giving annual awards and pursue more transparently cultural communications, which in particular can improve the consensus among the lecturers in prioritising their contribution to education, teaching and research. The researcher also recommended improvement on the organisational support implementing a fair system of reward (and punishment), provide fair and equal support to all the lecturers in fulfilling their job responsibilities and rights, provide equitable and fair career advancement opportunities, and enact positive policies in the workplace as well as creating good working conditions. Similarly, they recommended that organisational commitment can be improved by holding job



evaluations about the lecturers' willingness to work optimally and encourage the lecturers to actively participate in the decision-making process

In addition, Hanaysha (2016) tested the effects of work engagement, organisational learning, and work environment on organisational commitment in higher education sector. To achieve his objective, he collected data using an online survey from 242 employees at public universities in northern Malaysia. The collected data were analysed using SPSS and SEM. The findings indicated that employee engagement has a significant positive effect on organisational commitment. It was also found that work environment has a significant positive impact on organisational commitment. The outcome of this study confirmed that job characteristics such as the way personnel perceived his or her organisational support has a significant positive effect on personnel commitment. He recommended that management in higher educational institutions should learn developing organisational commitment among their employees by adopting effective human resource practices that could ultimately lead to organisational competitiveness and increased performance.

In the study conducted by Ullah *et al.* (2020) titled the impact of perceived organisational support and proactive personality on affective commitment. The objective of the study examined the effect of perceived organisational support and proactive personality on prosocial motivation; the influence of prosocial motivation on affective commitment; the indirect effect of perceived organisational support and proactive personality on affective commitment through prosocial motivation. The study was descriptive and correlational in nature and the targeted population was employees of banking and educational sector in South Asia. Purposive sampling was employed for the data collection process. A questionnaire was used for the collection of primary data from the respondents while data were analysed by mean, standard

deviation and bivariate Pearson correlation analysis for descriptive analysis and macros analysis technique was used for hypothesis testing. The results revealed that perceived organisational support and proactive personality were the drivers of prosocial motivation; prosocial motivation was positively associated with affective commitment; and there was indirect effect of perceived organisational support and proactive personality on affective commitment through prosocial motivation. The study concluded that organisational support impacted employees' commitment. The study recommended that organisations should always provide support to their employees encouraging them to show more desire to help their colleagues in the working environment and foster commitment towards organisations. The study is similar to the current study because both studies are on service sector. However, the culture and organisational context of the studies are different.

Joe-Akunne and Ezeh (2019) examined the relationship between pay satisfaction and organisational commitment among private sector workers in Anambra State, Nigeria. The study population comprised of 232 participants that were selected based on non probability sampling techniques. Two instruments were used for the study, namely: Pay Satisfaction Questionnaire and the Organisational Commitment Questionnaire. Pearson Product Moment Correlation statistics was employed in the analysis of the data. Finding of the study revealed that pay satisfaction had significant relationship with organisational commitment among employees of private organisations ( $r = 0.18, p < .00$ ). Based on the finding of the study, the authors concluded that satisfaction with pay increases with boost employees' commitment in an organisation. The study is similar to the current study in area of the variable being measured. However, it differs from the current study in terms of population, sampling techniques and method of data analyses.

The study of Hassan and Mahmood (2016) analysed the relationship between human resources management (HRM) practices and organisational commitment of employees in various sectors in Pakistan. The researchers used survey design which consisted of 60 employees. Descriptive statistics of mean, standard deviation (SD) and regression was applied to determine the association between dependent and independent variables. The descriptive statistics result revealed the level of HRM practices comprising of compensation (Mean: 4.16, S.D:0.521), performance appraisal (Mean: 4.09, S.D:0.565) and training (Mean: 4.38, S.D:0.632) in relation to organisational commitment of employees (Mean: 4.13, S.D: 0.406). The results indicated that HRM practices of the organisations regarding compensation, performance appraisal and training, heightened the satisfaction level of respondents. The overall results showed that employees who are satisfied with HRM practices are committed to the organisation. The researcher recommended effective implementation of HRM practices to increase organisational commitment of employees that in turn leads to lower absenteeism and turnover.

Furthermore, Friday and Ugwu (2019) investigated the relationship between organisational justice and employee commitment of private secondary school teachers in Nigeria using survey design. Twenty private secondary schools were selected in Bayelsa State using simple random sampling. Four hundred and eighty teachers were surveyed. Two hundred and fourteen copies of the questionnaire were administered to the teachers but 183 copies were correctly filled and returned. Pearson Product Moment Correlation coefficient was used to analyse the hypothesis.

The finding of Friday and Ugwu's showed that organisational justice had positive significant association with employee commitment. The study concluded that

organisational justice measured in terms of distributive justice, procedural justice and interactional justice enhanced employee commitment in selected private secondary schools in Nigeria. The study recommended that proprietors and administrators of private secondary schools should treat teachers and non-teaching employees equally to enhance organisational commitment and the procedure of administering rewards to performing teachers should be made known to colleagues to encourage competitiveness.

In a related empirical study by Ikon and Nwoye (2019), the researchers investigated perceived organisational support and employee performance in selected commercial banks in South-East Nigeria. The study was anchored on organisational support theory (OST) and social exchange theory. Correlation research design was employed for the study. The population of the study was 1552 and Krejcie and Morgan (1970) sample size formula was adopted to arrive at a sample size of 308. Pearson's Product Moment Correlation coefficient was used for the analysis. The findings indicated that management support significantly and positively related with felt obligation in the selected commercial banks in South-East Nigeria (Cal.  $r = 0.929 > \text{Crit.}r = 0.138$ ). The study concluded that perceived organisational support had a significant positive relationship with employee performance in the selected commercial banks in South-East, Nigeria. It was recommended that the management of the focused firms should do well to show employees genuine love and support not only as it relates to their jobs but also in the private endeavours of the employees.

Researchers have conducted many studies on personnel commitment in both private and public establishments including university libraries and found out that personnel commitment was low or at moderate level requiring improvement. In the research

conducted by Satrio and Surya (2018) on the role of organisational commitment in mediating the effect of job satisfaction and perceived organisational support on turnover intention. The study aimed to determine the effect of job satisfaction and perceived organisational support on turnover intention, as well as the role of organisational commitment in mediating the effect of job satisfaction and perceived organisational support on turnover intention at PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. The sample size was 81 employees, using proportionate stratified random sampling. Data collection was done through a survey approach with a questionnaire method and the data were analysed using structural equation modelling (SEM) technique, often called Partial Least Square. Findings showed that the variables of job satisfaction and perceived organisational support had a positive and significant effect on organisational commitment. Job satisfaction, perceived organisational support, and organisational commitment had a negative and significant effect on turnover intention, and organisational commitment mediated partially the effect of job satisfaction and perceived organisational support on turnover intention. The study recommended that the management of the international airport should look at the factors that could increase job satisfaction and perceived organisational support which would have an impact on increasing organisational commitment so as to reduce turnover intention.

In the same vein, Lalitamishra (2017) investigated employees' satisfaction and organisational commitment of the teaching and non-teaching staff in management colleges in Gwalior. The purpose of which was to examine the satisfaction level of teaching and non-teaching staff and its impact on commitment. The researcher employed descriptive and empirical survey, using purposive sampling technique to select 10 management colleges. Data for the study were collected through a structured

questionnaire filled by teaching and non-teaching staff members. The population of the study comprised of 150 respondents comprising teaching and non-teaching staff of different colleges in Gwalior that were randomly sampled and percentage method was used for data analysis.

The results of Lalitamishra's study indicated that 14% of the employees are dissatisfied with their working condition, work relationship and pay and promotion in business school of management Gwalior. Sixty five per cent of the employees were satisfied with these variables (working condition, work relationship and pay and promotion) in their organisation and 21% employees were neutral. On personnel commitment, 14% employees were dissatisfied with affective commitment, continuous commitment and normative commitment while 73% employees were more committed to the organisation and 14% employees were neutral. The study concluded that employee satisfaction affected the commitment of teaching and non-teaching staff and the factors affecting employee satisfaction and commitment were rewards, stress leave, benefits and compensation given to the staff by the management which are important to improve motivation level and employee satisfaction. The study recommended that the organisation should increase and maintain the variables of employee satisfaction to achieve a positive effect on organisational commitment.

Furthermore, Komashi (2019) analysed the influence of job satisfaction, employee motivation and demographic factors on organisational commitment. The objective of the study was to examine job satisfaction, employee motivation and demographic factors influencing organisational commitment amongst teachers at the pre-tertiary level, with the view of alerting stakeholders in the formulation of appropriate measures that would minimise issues militating against teachers' organisational

commitment. The study design was descriptive, correlational and cross-sectional while stratified and systematic sampling techniques were employed in selecting 320 participants that took part in the study. A questionnaire was used as the instrument for data collection with the copies analysed using SPSS version 20. Frequency, percentage, mean, standard deviation and Pearson's Product Moment Correlation coefficient were used for data analysis.

Findings from Komashi pinpointed that motivation and job satisfaction positively and moderately influenced organisational commitment of teachers as they controlled 23.8% and 15.3% variability. The result further indicated that demographic factors such as academic qualification significantly but negatively correlated with organisational commitment. Gender correlated negatively, but not significantly while age correlated positively and also not significantly. In addition, findings showed that the level of job satisfaction among teachers was significantly or moderately high [ $t(319) = 136.882, p < 0.05$ ]; and that significant positive correlation existed between job satisfaction and commitment of teachers [ $r(318) = .145, p < .05$ ]. The conclusion of the study was that some demographic factors had influence on organisational commitment, but their impact was not significant in determining employee commitment. The study recommended that stakeholders improve the working conditions, pay policy, salary and leadership structures in the pre-tertiary to attract and retain more teachers into the service.

Similarly, Dinc and Kocyigit (2017) carried out a research titled “Do Job Satisfaction and Demographic Characteristics of Female Teachers influence their Affective Commitment to Schools?” The study aimed to examine the effect of ethical leadership on teachers’ job satisfaction and affective commitment in the education sector. The population of the research was 81,435 female teachers in private schools in Pakistan

out of which 840 teachers were randomly sampled. The study made use of the questionnaire for data collection which were analysed by SPSS (version 20) software package and the relationships among the variables were evaluated using correlation and regression analyses. The results revealed that overall job satisfaction had significant and positive influence on employees' commitment and marriage as a demographic variable had a positive effect on overall job satisfaction and employees' commitment. The study concluded that only teachers that were satisfied with their jobs were committed to their schools. The authors recommended that the school administration and board of trustees should improve teachers' satisfaction through increased compensation packages. Although the study has similarity with the current study in the area of variables, the study differs in geographical scope, target population and sampling methodology.

In a related study, Irefin and Ali (2014) examined the effect of employee commitment on organisational performance with special interest in Coca Cola Nigeria Limited. Descriptive and explanatory research methodologies were adopted for the study. A total of 120 respondents were selected for the survey. The sampling technique used was stratified random sampling. Data were obtained from respondents from each cadre of the organisational structure consisting of junior staff, middle-cadre staff, senior staff, and management cadre using a simple random technique to select respondents from each stratum (cadre). Out of the 120 copies of the questionnaire distributed, 100 were retrieved. The study used five-point Likert-scale type questionnaire, which was constructed and administered among selected staff of Coca Cola Nigeria Limited as instrument for data collection. Data collected were analysed using frequency tables, charts, and simple percentage method and the research hypotheses were tested using the Pearson correlation coefficient. The findings of the



study revealed that the level of employee commitment of the staff of Coca Cola Company Plc was very high. There was a fairly high relationship between employee commitment and organisational performance and there was also a very high relationship between employee commitment and employees' turnover. They recommended that management should hire employees who are likely to become linked to the organisation and they should create clear and realistic job and organisational previews.

The research of Israel *et al.* (2017) was carried out on the level of organisational commitment of nurses and its predictors among Jimma University specialised teaching hospital in South-West Ethiopia. The study adopted institution-based cross-sectional study design and systematic sampling technique to select a total of 242 study subjects. The researcher collected data for the study using self-administered questionnaire. Data collected were analysed using one-way analysis of variance, independent sample t-tests and multivariable linear regression analysis at significance level  $p < 0.05$ . The result of the study revealed that respondents mean score of organisational commitment was  $70.45 \pm 8.22$  and only 72 (32.9%) of the nurses scored high level of organisational commitment. In addition, the independent t-test and one-way analysis of variance result revealed educational status and working wards were significantly associated with nurses' organisational commitment. The multivariable linear regression showed that organisational support ( $\beta = 0.482$ ,  $p < 0.001$ ), interpersonal relationship ( $\beta = 0.303$ ,  $p = 0.008$ ), job satisfaction ( $\beta = 0.059$ ,  $p = 0.027$ ), transformational leadership behaviour ( $\beta = 0.165$ ,  $p < 0.001$ ), educational qualification ( $\beta = -1.860$ ,  $p = 0.02$ ) and working wards ( $\beta = -0.585$ ,  $p = 0.018$ ) were significant predictors of organisational commitment among nurses. The study concluded that organisational commitment levels of nurses were low and job

satisfaction, organisational support, transformational leadership behaviour, interpersonal relationship, and working in Intensive Care Unit were significant predictors of organisational commitment. The researcher recommended human resource management, chief executive officer and nursing leaders to engage nurses in managerial decision making, using improved communication skills and giving appreciation for their contributions to the organisation.

#### **2.4 Summary of the Reviewed Literature**

The review of literature was carried out on demographic variables, organisational support, job satisfaction, personnel commitment, three component model of commitment, Herzberg's motivator-hygiene or two-factor theory and organisational support theory. The review showed that the three-component model of commitment (affective, continuance, and normative) has been popular in hundreds of studies across a wide variety of organisations and cultures investigating personnel or employees' commitment. The review was found to establish correlation between variables of this study and the three components model. Likewise, the reviewed literature found Herzberg's motivator-hygiene or two-factor theory and organisational support theory as most appropriate theories for measuring the constructs of job satisfaction and organisational support respectively as conceptualised in this study.

The various literature reviewed in this study indicated that factors responsible for personnel commitment could be personal characteristics, organisational characteristics and job characteristics. On personal characteristics, the studies revealed age, marital status, gender, and year of employment, designation and educational level while organisational characteristics include leadership styles, favourable working condition, policy and procedure, organisational justice, fair treatment, wellbeing, and so on. Job

characteristics include recognition, achievements, job security, staff esteem, good and regular salary, career advancement opportunities, conducive working conditions, responsibility, authority, and promotion opportunities, among other factors.

Similarly, the reviewed literature found that several authors have shown the importance of personnel commitment in organisations across different disciplines and geographical locations across the globe and the necessity of investigation. The review showed that demographic variables, organisational support and job satisfaction could have effects on personnel's commitment to his or her organisational objectives. This could lead to personnel decision to leave the organisation, which can affect the organisation financially due to the high cost of hiring a new individual and training the newly hired as well as hinder quality service provision due to work overload on the few personnel left behind in the organisation.

In addition, the literature revealed several studies on demographic variables, organisational support and job satisfaction in relation to personnel commitment in different organisations and across disciplines. However, there are few studies on personnel's commitment in Nigerian university libraries. The few studies also reported low commitment of library personnel to their organisational goals. This is in support of the researcher's observation in the statement of the research problem. Further, the few studies carried out in the university libraries were centred on librarians neglecting other personnel such as library officers and support staff who are also stakeholders in the provision of quality information services in the university libraries.

Moreover, the review of the related literature showed that previous authors have investigated the concept of demographic variables, organisational support, job

satisfaction and personnel commitment focusing their research instruments on questionnaire alone. This has left respondents with no option than to just tick one option. This might have not really expressed respondents' feelings, perceptions and expectations which are vital in this type of study. However, the current study will follow up questionnaire with interview to have a better understanding of the respondents on the concepts being investigated and their understanding of the questionnaire. This will enable the researcher understand the problem from multiple perspectives to gain a macro picture of the research problem.

Therefore, while there are various studies that showed relationships between demographic variables and personnel commitment, organisational support and personnel commitment, job satisfaction and personnel commitment, no study has been able to combine demographic variables, organisational support and job satisfaction as predictors of personnel commitment in university libraries in Nigeria, particularly in South-West geo-political zone of the country. Thus, the main thrust of this study is to fill these gaps.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This study adopted descriptive survey research design. Descriptive survey is very prominent in library and information science researches because it focuses on factual information about individual respondents and aim to collect the opinions of the survey takers (Tella, 2022). The survey design was considered appropriate in this study because it gave room for the researcher to cover a substantial percentage of respondents and to describe the existing relationship between demographic variables, organisational support and job satisfaction as the independent variables and personnel commitment as the dependent variable.

#### **3.2 Population of the Study**

The population of the study was made up of 1,163 personnel drawn from the university libraries in South-West geo-political zone of Nigeria; (please see appendix C) on details of personnel according to their designation, namely: librarians, library officers and support staff in each university library of the studied area. The rationale for choosing the South-West geo-political zone was because it has a long history of university education compared to other geo-political zones in Nigeria. South-West geo-political zone of Nigeria prides itself as the hub of higher education institutions with overwhelming dominance of private universities which proliferates the geo-political zone after the privatisation of higher education. Furthermore, the first university in the country is located in South-West, Nigeria, and coupled with the fact that a good number of top universities in Nigeria according to Webometric ranking in 2020 are situated in this geo-political zone.

### **3.3 Sample and Sampling Technique**

Multistage sampling technique which comprised of stratified and random sampling was used to determine the sample size for the study. The stratified sampling technique is employed when the general sample population can be divided into mutually exclusive groups or strata (Chaudhuri, 2014). Stratified sampling technique was applied based on university's ownership of federal, state and private. Likewise, stratified sampling technique was employed in grouping personnel's designation into three strata of librarian, library officer and support staff.

The next stage involved selection of universities that represented federal, state and private universities. For federal universities, total enumeration was used in selecting all the six federal universities in the zone due to its small size and for equal representation according to the universities' location. On the other hand, one state university and one private university were randomly selected in each of the six states that make up the zone. This was to allow equal representation of six universities like the federal universities. Therefore, a total of 18 universities out of the 46 universities in the zone were selected. The universities selected are shown in Table 3.2. Lastly, the respondents which the questionnaire were administered on in selected universities were randomly selected based on their proportion as librarians, library officers and library support staff.

Studies have revealed various ways by which sample size can be determined. However, the sample size for this study was based on Krejcie and Morgan (1970), whose table of selecting sample sizes is depicted in Appendix D. Therefore, the sample size for the study is 643 as shown in Table 3.2. Table 3.2 shows the target population and sample size of the study.

**Table 3.2: Target population and sample size of the study**

S/N	Name of the University Library	State	Population	Sample Size
<b>Federal Universities</b>				
1	Federal University Oye Ekiti Library	Ekiti	22	19
2	University of Lagos Library	Lagos	68	56
3	Federal University of Agriculture, Abeokuta Library	Ogun	72	59
4	Federal University of Technology, Akure Library	Ondo	41	36
5	Obafemi Awolowo University Library	Osun	105	80
6	University of Ibadan Library	Oyo	106	80
<b>State Universities</b>				
7	Ekiti State University Library	Ekiti	55	48
8	Lagos State University Library	Lagos	52	44
9	Olabisi Onabanjo University Library	Ogun	55	48
10	Adekunle Ajasin University Library	Ondo	30	28
11	Osun State University Library	Osun	28	24
12	Ladoke Akintola University of Technology Library	Oyo	47	40
<b>Private Universities</b>				
13	Afe Babalola University Library	Ekiti	23	19
14	Anchor University Library	Lagos	16	14
15	Crescent University Library	Ogun	14	10
16	Elizade University Library	Ondo	12	10
17	Joseph Ayo Babalola University Library	Osun	18	14
18	Lead City University Library	Oyo	16	14
<b>Total</b>			<b>777</b>	<b>643</b>

**Source:** Researcher's Field work (2023)

### 3.4 Instruments for Data Collection

Questionnaire and interview were the two instruments used for data collection for the study. The questionnaire formed the dominant instrument for data collection and analysis for the study. The survey questions were developed based on the subjects of demographic variables, organisational support, job satisfaction and personnel commitment as well as on theories related to the focus of this study. Specific questions were adapted from studies related to the dependent and independent

variables of the study. The title of the questionnaire was “Demographic Variables, Organisational Support, Job Satisfaction and Personnel Commitment Questionnaire” (DVOSJSPCQ) which was sub-divided into sections A, B, C, D and E.

**Section A** was self-designed and it elicited the demographic information of the respondents.

**Section B** elicited information on personnel commitment using a five Likert-type scale of VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level. The items in this section were 24 in number and adapted from Allen and Meyer (1997).

**Section C** elicited information on demographic variables that influenced personnel commitment using a five Likert-type scale of VHE= Very High Extent, HE=High Extent, ME=Moderate Extent, LE=Low Extent and VLE=Very Low Extent. These items were designed by the researcher based on the literature reviewed.

**Section D** elicited information on the extent of organisational support of personnel using a five Likert-type scale of VHE=Very High Extent, HE=High Extent, ME=Moderate Extent, LE=Low Extent and VLE=Very Low Extent. The items in this section were 15 in number which was adapted from Eisenberger *et al.* (1986).

**Section E** dealt on personnel’s job satisfaction using a five Likert-type scale of VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level. The items in this section were 16 in number and adapted from Van-Saane *et al.* (2003).

The questionnaire was complimented by interview schedule. This phase of the study aimed to gain deeper understanding of the participants’ views of demographic variables, organisational support, job satisfaction and commitment collected as quantitative data from the questionnaire. Three participants were interviewed in each



of the 18 universities studied; and all the interviews were digitally recorded and transcribed. The interview scripts were reviewed immediately after the end of each interviewed session. This was to ensure confidentiality that neither the participants nor institutions were identified in the report of the study as well as to ensure that participants' thoughts were accurately captured.

### **3.5 Validity of the Instruments**

The face and content validity of the instruments were done by professionals in Library and Information Science, test and measurement and the researcher's supervisors. The validators checked the construct and content validity of the instruments. Construct validity refers to the nature of the variable or characteristic being measured by the instrument to make inferences. Content validity on the other hand is a function of how well the scope and aspects of the concept have been outlined (Sekaran & Bougie, 2010). Specifically, the validators checked for the appropriateness of the instrument, clarity and simplicity of the language used, suitability for the level of targeted audience, extent in which the items cover the topic, structure of the questionnaire as well as grammatical and spelling errors. The identified errors and suggestions were corrected which led to the modification of the instruments. Hence, the face and content validity of the instruments were authenticated.

### **3.6 Reliability of the Instruments**

The researcher carried out pre-test to achieve reliability of the instruments. Pre-test involves the use of a few participants to test the questions' suitability, as well as participants understanding, which assists in rectifying any shortfalls prior to the administration of the instrument (Sekaran & Bougie, 2010). The study was carried out on 40 personnel at the University of Ilorin Library, Kwara State. The rationale behind

the selection of this university was due to the fact that the university was not part of the study area, but has similar characteristics with the study area in terms of the mandate to provide information services to academic community.

The Cronbach Alpha co-efficient technique was used to assess the reliability of the instrument using the data collected from pre-test. The Cronbach's alpha coefficients for each section were 0.91, 0.83, 0.87 and 0.78 for the sections B, C, D and E respectively. The overall reliability coefficient of all the items was 0.848. This showed that there was high level of internal consistency among the items in the study's instruments in accordance with Khanal *et al.* (2017) observation that Cronbach's Alpha coefficient of 0.7 and above indicates good reliability.

### **3.7 Methods of Data Analysis**

To analyse the data collected, Statistical Package for Social Science (SPSS) version 23 was employed. Descriptive statistics of frequency, percentage, mean and standard deviation were used to analyse the research questions. The weighted means were calculated from the summated ratings. The weighted mean scores for items were obtained. A criterion weighted mean was established by calculating the scores. Thus:

$$\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.0$$

Hence, the criterion weighted means of 3.0 was used for taking decision on variables studied. A variable was considered to have high level if the weighted mean of the respondents was greater than 3.0. A variable was considered to have moderate level if the weighted means was equal 3.0. A variable was considered to be of low level if the weighted mean was less than 3.0.

The hypotheses were tested with inferential statistics of linear regression to establish the influence of independent variables on dependent variable, while multiple

regression analysis was used to determine the relative contribution of the independent variables (demographic variables, organisational support and job satisfaction) on dependent variable (personnel commitment). In addition, thematic analysis was used to analyse data gathered from the interview schedule. The goal of the interview was to gain more in-depth understanding of the variables in the study from respondents' perspectives and to buttress the data from the questionnaire.

## CHAPTER FOUR

### 4.0 RESULTS AND DISCUSSION

#### 4.1 Questionnaire Response Rate

The number of copies of questionnaire administered and retrieved is presented in Table

4.1.

**Table 4.1: Questionnaire administered and retrieved**

<b>University Library</b>	<b>No of Copies Administered</b>	<b>Copies Retrieved</b>	<b>Percentage (%)</b>
Federal University Oye Ekiti (FUOYE)	19	17	3.1
Federal University of Technology, Akure FUTA)	36	31	5.7
Obafemi Awolowo University (OAU)	80	55	10.2
University of Ibadan (UI)	80	72	13.3
University of Lagos (UNILAG)	56	50	9.2
Federal University of Agriculture, Abeokuta (FUNAAB)	59	55	10.2
Ekiti State University (EKSU)	48	37	6.8
Adekunle Ajasin University, Akungba (AAUA)	28	24	4.4
University of Osun (UNIOSUN)	24	22	4.1
Ladoke Akintola University of Technology, Ogbomoso (LAUTECH)	40	37	6.8
Lagos State University (LASU)	44	38	7.0
Olabisi Onabanjo University, Ago Iwoye (OOUA)	48	40	7.4
Afe Babalola University, Ado Ekiti (ABUAD)	19	17	3.1
Elizade University (EU)	10	9	1.7
Joseph Ayo Babalola University (JABU)	14	12	2.2
Leadcity University	14	10	1.8
Anchor University	14	7	1.3
Crescent University	10	8	1.5
<b>Total</b>	<b>643</b>	<b>541</b>	<b>100.0</b>

**Source:** Researcher's Field Survey (2023)

Table 4.1 shows that a total of 643 copies of the questionnaire were administered. Out of this total number, 541 copies were retrieved and considered usable for data analysis.

This represents a response rate of 84.1%.

## 4.2 Demographic Information of Respondents

The demographic information of the respondents is presented in Table 4.2.

**Table 4.2: Demographic information of the respondents**

<b>Demographic Information</b>	<b>Classification</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	247	45.7
	Female	294	54.3
	<b>Total</b>	<b>541</b>	<b>100.0</b>
<b>Marital Status</b>	Single	125	23.1
	Married	319	59.0
	Divorced	60	11.1
	Widow/Widower	37	6.8
	<b>Total</b>	<b>541</b>	<b>100.0</b>
<b>Age in years</b>	20-25	10	1.8
	26-30	25	4.6
	31-35	111	20.5
	36-40	135	25.0
	41-50	177	32.7
	>50	83	15.3
	<b>Total</b>	<b>541</b>	<b>100.0</b>
<b>Designation</b>	Support Staff	211	39.0
	Library Officer	153	28.3
	Librarian	177	32.7
	<b>Total</b>	<b>541</b>	<b>100.0</b>
<b>Years of working experience</b>	1-5	161	29.8
	6-10	126	23.3
	11-15	100	18.5
	16-20	83	15.3
	21-25	40	7.4
	>25	31	5.3
	<b>Total</b>	<b>541</b>	<b>100.0</b>
<b>Highest Academic Qualification</b>	SSCE	86	15.9
	OND	93	17.2
	HND	37	6.8
	BSc	72	13.3
	BLS/BLIS/BLIT	75	13.9
	MSc	5	0.9
	MLS/MLIS/MLIT	138	25.5
	PhD	35	5.3
	<b>Total</b>	<b>541</b>	<b>100.0</b>

**Source:** Researcher's Field work (2023)

Table 4.2 shows that there were more female (294; 54.3%) than male (247; 45.7%) respondents that participated in the study. This revealed that the majority of those who participated in the study were married and had responsibilities. Table 4.2 shows that all the respondents (100%) were adults and still active in the service. The result showed that 70.2% of the respondents had good working experience with only 29.8% of the respondents having worked for less than five years in university libraries. Also, the result indicated that 44.7% of the participants had at least first degree in library and information sciences. This implies that the majority of those who took part in the study were either professional or paraprofessional whose jobs were more essential in the library operation.

#### **4.3 Objective One: Level of Personnel Commitment in University Libraries**

To achieve the objective one, personnel commitment was subdivided into three attributes of affective commitment, continuance commitment and normative commitment and the results are shown in Table 4.3.1, Table 4.3.2 and Table 4.3.3 respectively. Table 4.3.4 shows the aggregate mean score for the three indices of personnel commitment.

##### **4.3.1 Level of personnel affective commitment in university libraries**

The result of the level of personnel affective commitment is presented in Table 4.3.1.

**Table 4.3.1: Level of personnel affective commitment in university libraries**

S/N	Statements	VHL	HL	ML	LL	VLL	M	SD	Decision
1.	I am willing to put in a great deal of effort beyond that normally expected to help this organisation become successful.	116 (21.4%)	340 (62.8%)	27 (5.0%)	47 (8.7%)	11 (2.0%)	3.93	0.890	High
2.	I feel a strong sense of belonging to this library.	76 (14.3%)	347 (65.2%)	29 (5.5%)	73 (13.7%)	7 (1.3%)	3.77	0.903	High
3.	I really feel as if this library's problems are my own.	120 (22.2%)	64 (11.8%)	211 (39.0%)	143 (26.4%)	3 (0.6%)	3.29	1.101	High
4.	I feel emotionally attached to this library.	8 (1.5%)	214 (39.6%)	24 (4.4%)	259 (47.9%)	36 (6.7%)	2.81	1.080	Low
5.	I would be happy to spend the rest of my career with this library.	26 (4.9%)	138 (26.0%)	101 (19.0%)	199 (37.5%)	67 (12.6%)	2.73	1.125	Low
6.	I present this library to my friends as a great establishment to work.	15 (2.8%)	199 (36.8%)	18 (3.3%)	215 (39.7%)	94 (17.4%)	2.68	1.213	Low
7.	I would accept almost any type of job assignment to keep working for this library.	62 (11.5%)	104 (19.2%)	26 (4.8%)	241 (44.5%)	108 (20.0%)	2.58	1.311	Low
8.	I do not think that I could easily become as attached to another organisation as I am to this library.	39 (7.3%)	94 (17.6%)	14 (2.6%)	281 (52.5%)	107 (20.0%)	2.40	1.196	Low
<b>Average Mean Score</b>							<b>3.02</b>		<b>Moderate</b>

**Key: VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level,**

**M = Mean, SD = Standard Deviation**

Source: Researcher's Fieldwork (2023)

Table 4.3.1 shows that the item 'I am willing to put in a great deal of effort beyond that normally expected to help this organisation be successful' (M = 3.93, S.D. = 0.890) was the highest rated item followed by the indicator 'I feel a strong sense of belonging to this library' (M= 3.77, S.D. = 0.903). However, the least item rated by personnel was the indicator 'I think that I could easily become as attached to another organisation as I am to this one' (M= 2.40, S.D. = 1.196).

Other indicators rated were: 'I present this library to my friends as a great establishment to work' (M= 2.68, S.D. = 1.213) and 'I really feel as if this library's problems are my own' (M= 3.29, S.D. = 1.101). Further, other indicators rated were 'I feel emotionally attached to this library' (M= 2.81, S.D. = 1.080) while 'I would be happy to spend the rest of my career with this library' had the values M= 2.73 and S.D. = 1.125). Finally, the indicator 'I would accept almost any type of job assignment to keep working for this library' had the values M= 2.58 and S.D. = 1.311. As shown in Table 4.3.1, respondents had moderate level of affective commitment with a mean score of 3.02. This implies that affective commitment of personnel in university libraries in South-west, Nigeris is moderate.

#### **4.3.2 Level of personnel continuance commitment in university libraries**

The result of the level of personnel continuance commitment is presented in Table 4.3.2.



**Table 4.3.2: Level of personnel continuance commitment in university libraries**

S/N	Statements	VHL	HL	ML	LL	VLL	M	SD	Decision
1.	I am not afraid of what might happen if I quit my job without having another one lined up.	31 (5.7%)	138 (25.5%)	10 (1.8%)	290 (53.6%)	72 (13.3%)	3.25	1.208	High
2.	I am staying with this library because I have not gotten a better alternative.	85 (15.7%)	177 (32.7%)	34 (6.3%)	195 (36.0%)	50 (9.2%)	3.10	1.296	High
3.	I believe that I have too few options to consider leaving this library.	94 (17.4%)	145 (26.9%)	19 (3.5%)	265 (49.1%)	17 (3.1%)	3.06	1.257	High
4.	If I had not already invested so much of myself into this library, I might consider working elsewhere.	33 (6.1%)	211 (39.1%)	43 (8.0%)	232 (43.0%)	21 (3.9%)	3.01	1.106	High
5.	One of the few negative consequences to consider in leaving this library is that another organisation may not match the overall benefits I have here.	55 (10.2%)	213 (39.4%)	14 (2.6%)	196 (36.2%)	63 (11.6%)	3.00	1.277	High
6.	It would be very hard for me to leave this library right now, even if I wanted to.	38 (7.0%)	199 (36.8%)	22 (4.1%)	279 (51.6%)	3 (0.6%)	2.57	1.170	Low
7.	It would be too costly for me to leave this library in the near future.	29 (5.4%)	101 (18.7%)	27 (5.0%)	298 (55.1%)	85 (15.7%)	2.48	1.727	Low
8.	Too much of my life would be disrupted if I decided to leave this library right now.	28 (5.2%)	69 (12.8%)	4 (0.7%)	300 (55.5%)	140 (25.9%)	2.16	1.104	Low
<b>Average Mean Score</b>							<b>2.83</b>		<b>Low</b>

**Key: VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level, M = Mean, SD = Standard Deviation**

**Source: Researcher's Field work (2023)**

Table 4.3.2 shows the level of personnel continuance commitment. The highest rated item on the list was 'I am not afraid of what might happen if I quit my job without having another one lined up' (M = 3.25, S.D. = 1.208) which was followed by 'I am staying with this library because I have not gotten a better alternative' (M= 3.10, S.D. = 1.296). However, 'Too much of my life would be disrupted if I decided to leave this library right now' (M= 2.16, S.D. = 1.104) was the least rated item.

Other items were also rated as follows: 'I believe that I have too few options to consider leaving this library' (M= 3.06, S.D. = 1.257); and 'If I had not already invested so much of myself into this library, I might consider working elsewhere' (M= 3.01, S.D. = 1.106). Also, 'One of the few negative consequences to consider in leaving this library is that another organisation may not match the overall benefits I have here' had values of M= 3.00 and S.D. = 1.277 while 'It would be very hard for me to leave this library right now, even if I wanted to' had values of M= 2.57 and S.D. = 1.170). The indicator 'It would be too costly for me to leave this library in the near future' had values of M= 2.48 and S.D. = 1.727.

Table 4.3.2 reveals that the personnel level of continuance commitment was low (M = 2.83). This implies that continuance commitment of personnel in university libraries in South-west, Nigeris is low.

### **4.3.3 Level of personnel normative commitment in university libraries**

The result of the level of personnel normative commitment is presented in Table 4.3.3.

**Table 4.3.3: Level of personnel normative commitment in university libraries**

S/N	Statements	VHL	HL	ML	LL	VLL	M	SD	Decision
1.	I am committed to this library based on what it has done in my life.	38 (7.1%)	220 (40.8%)	31 (5.8%)	230 (42.7%)	20 (3.7%)	3.05	1.125	High
2.	I believe that a person must always be loyal to his or her organisation.	38 (7.0%)	240 (44.4%)	20 (3.7%)	185 (34.3%)	57 (10.6%)	3.03	1.222	High
3.	One of the reasons I continue to work for this library is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	26 (4.9%)	233 (43.6%)	19 (3.6%)	194 (36.3%)	63 (11.8%)	2.93	1.209	Low
4.	I think that jumping from one organisation to another does not seem ethical to me.	109 (20.1%)	237 (43.8%)	19 (3.7%)	156 (28.8%)	20 (3.7%)	3.48	1.206	High
5.	I think things were better when people stayed with one organisation.	47 (8.7%)	99 (18.4%)	19 (3.5%)	322 (59.7%)	52 (9.6%)	2.57	1.154	Low
6.	I cannot leave this library because it is morally correct to be loyal to one's organisation.	10 (1.9%)	97 (19.0%)	14 (2.6%)	395 (73.4%)	22 (4.1%)	2.40	0.892	Low
7.	I think to be a member of this library is no more sensible.	41 (7.6%)	84 (15.5%)	14 (2.6%)	281 (51.9%)	121 (22.4%)	2.34	1.200	Low
8.	If I get another offer I would be happy to leave this library.	21 (3.9%)	73 (13.5%)	2 (0.4%)	325 (60.3%)	118 (21.9%)	2.17	1.043	Low
	<b>Average Mean Score</b>							<b>2.74</b>	Low

**Key: VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level, M = Mean, SD = Standard Deviation**

**Source: Researcher's Field work (2023)**

Table 4.3.3 indicates respondents' level of normative commitment. The table reveals that 'I am committed to this library because of what it has done in my life' had values of  $M = 3.05$  and  $S.D. = 1.125$ , which was the highest rated item. This was followed by 'I believe that a person must always be loyal to his or her library' having values of  $M = 3.03$  and  $S.D. = 1.222$ . However, the least rated item on the lists was 'If I get another offer elsewhere, I would not feel it was right to leave this library' with values of  $M = 2.17$  and  $S.D. = 1.043$ .

Other items were equally rated as follows: 'One of the major reasons I continue to work for this library is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain' with values  $M = 2.93$  and  $S.D. = 1.209$  and 'I think that jumping from one organisation to another does not seem ethical to me' with values of  $M = 3.48$  and  $S.D. = 1.285$ . Also, 'I think things were better in the days when people stayed with one organisation for most of their careers' with values  $M = 2.57$  and  $S.D. = 1.154$  while 'I cannot leave this library because it is morally correct to be loyal to one's organisation' had values of  $M = 2.40$  and  $S.D. = 0.892$ . The indicator 'I think that to be a member of this library is no more sensible' had values of  $M = 2.34$  and  $S.D. = 1.200$ .

Table 4.3.3 shows that the personnel level of normative commitment was low ( $M = 2.74$ ). This implies that normative commitment of personnel in university libraries in South-west, Nigeris is low.

#### 4.3.4 Aggregate level of personnel commitment in university libraries

The result of the level of personnel commitment is presented in Table 4.3.4.

**Table 4.3.4: Level of personnel commitment in university libraries**

<b>Commitment</b>	<b>Mean Score</b>	<b>Decision</b>
Affective	3.02	Moderate
Continuance	2.83	Low
Nominative	2.74	Low
<b>Aggregate Mean</b>	<b>2.86</b>	<b>Low</b>

**Source:** Researcher's Field work (2023)

Table 4.3.4 showed that affective personnel commitment was the highest rated followed by continuance personnel commitment while normative personnel commitment was the least rated among the three forms of personnel commitment. The result shows the aggregate mean score of personnel commitments in university libraries was 2.86. This implies that the personnel commitment in university libraries in South-West, Nigeria is low.

The results from the interview also attested to the low level of personnel commitment in university libraries as all interviewees revealed their eagerness to quit present employment if they find a better opportunity, although the respondents claimed that they are committed to their organisations. Some of the narratives by the interviewees as recorded verbatim are as follows:

*Personally, since I have been working with this university, I have been noted for being punctual, very regular, and very dutiful to my job. I do compare myself with my age mate in the civil service who are not getting what I take every month as salary or those that are with certificates but without jobs, so I owe in high esteem this my job because I have not got another job. However, if I have opportunity somewhere else that is better, I will quickly take it. Therefore, library*

*management should advance reasons for improved welfare, care, career development and fair treatment of library staff with the university management in order not to continue losing personnel in university library.*

Another interviewee added:

*Well, I am committed, but I don't wish to spend the rest of my career in this library. I am here for a little time; therefore, I don't pray to be here in the next ten years. This place is not where someone will pray to spend one's life time. Many things are not really working fine here. Take for instance, look at the environment we are working, is it the poor and delayed remuneration or lack of motivation by the library management that is okay? Therefore, a lot of things need to be done to enhance personnel commitment in this library. Staff should be given equal opportunity to attend both local and international training and salary should be paid as at when due and commensurate with the current economy in the country. Library staff deserve a better living.*

Furthermore, another respondent observed:

*We are all trying and doing our work. It is the management who should do the needful by committing to the welfare of staff. In a situation where certain categories of staff are promoted and others are left out, it would have negative impact on personnel commitment. Therefore, whoever is due for promotion should be promoted.*

These narratives from some of the interviewees buttressed the results from the questionnaire that the level of personnel commitment in university libraries in South-west, Nigeria is low.

#### **4.4 Objective Two: Influence of Demographic Variables on Personnel Commitment in University Libraries**

The result of the analysis of objective two is presented in Appendix F. In order to achieve objective two, demographic variables were classified into six variables of age, gender, marital status, designation, level of education and years of employment. The

overall result showed that demographic variables influenced personnel commitment in university libraries in South-West, Nigeria (Please see appendix F). This was because the aggregate mean score of the items ( $M = 3.04$ ) was greater than the criterion mean of 3.0. This implied that demographic variables influenced personnel commitment in university libraries in the study area.

The result also indicated that items on age (Mean = 3.61) and years of experience (Mean = 3.04) were rated above criterion mean of 3.0. This implied that only age and years of experience influenced personnel commitment in the university libraries in South-West, Nigeria. However, gender (Mean = 2.91), marital status (Mean = 2.42), designation (Mean = 2.95) and level of education (Mean = 2.88) were rated below the criterion mean of 3.0. This implied that the items (gender, marital status, designation and level of education) did not individually influence personnel commitment in university libraries in South-west, Nigeria.

#### **4.5 Objective Three: Extent of Organisational Support to Personnel in University Libraries**

To achieve objective three, organisational support factors were sub-divided into five constructs, that is, wellbeing, fair treatment, job environment, organisational policy and supervisor support. The results showed that the aggregate mean score of organisational support to personnel in university libraries was 2.86, which was less than the criterion mean of 3.0 (Please see appendix G). This implied that the extent of organisational support to personnel in university libraries in South-West, Nigeria was low. This may be due to many factors among which were the poor rating of library personnel's job environment, nonchalant attitude to personnel wellbeing and unfair

treatment of personnel in the areas of role assignment and sponsorship for training and conferences.

As shown in appendix G, organisational policies were the highest rated organisational support to personnel in the university libraries in South-West, Nigeria with a mean score of 3.29 which was greater than criterion mean of 3.0. Specifically, the majority of the respondents (260; 48.1%) agreed to a high extent that university policies were worker-friendly and 438 (81%) agreed to a high extent that university policies made provision for them to reach the peak of their career. However, the majority of the respondents (263; 48.6%) agreed that their university policies did not provide equal opportunity in sponsoring staff for further study and attendance of conferences/workshops/seminars. This implied that personnel in university libraries believed that there were some policies in the university that favoured certain groups of workers over the others.

Respondents also agreed to a high extent on supervisor support to personnel in university libraries with a mean score of 3.12, which was greater than the criterion mean of 3.0. Specifically, the majority of the respondents (182; 33.6%) agreed that their supervisors took pride in and recognised their accomplishments at work and that their supervisors liked to recommend them for training opportunity recorded high score of 36.2% while the item 'my supervisor would support any opportunity that can enhance my career development' was rated high with 49.7%) of the respondents. This implied that good relationship existed between personnel and supervisors in the university libraries in South-West, Nigeria.

The items on the extent of organisational support in terms of job environment got the lowest rating with mean score of 2.48 which was less than criterion mean of 3.0.



Specifically, the results showed that the majority of the respondents (273; 50.6%) did not have well furnished and conducive offices for staff in the university library. Also, 343 (63.4%) of the respondents did not enjoy 24/7 electricity while the majority of the respondents did not have access to internet in the library. This implied that basic facilities that could have enhanced commitment and productivity of personnel in terms of well-furnished offices, electricity and internet access were not available for the library personnel.

Similarly, the respondents agreed to a low extent on organisational support in terms of fair treatment among personnel in the university libraries with a mean score of 2.71 which was less than the criterion mean of 3.0. Appendix G shows that the majority of the respondents (243; 44.9%) agreed to a low extent that university provided equal opportunity to all the staff that wanted to go for further study. Further, 232 (42.9%) of the respondents believed that role assignment/staff posting did favour some personnel than others, while the majority of the personnel (295; 54.5%) believed that the personnel needed to lobby to be recommended for conferences/seminars/further studies. This implied that the university libraries were biased in dealing with the personnel in university libraries in South-West, Nigeria.

Furthermore, the personnel's rating of their organisations in term of wellbeing was low with a mean score of 2.7 which was less than the criterion mean of 3.0. The results as shown in appendix G revealed that the majority of the respondents (289; 53.4%) felt that their universities were not showing much care about their wellbeing. As well, 297 (54.9%) of the respondents perceived that their universities did not notice and appreciate their work for improvement while the indicator 'my university is concerned about my personal challenges' was rated by the majority of the personnel (300; 55.5%) as low. This implied that the personnel in university libraries in South-

West, Nigeria perceived that the university and management of libraries were not doing well in prioritising employees' wellbeing.

The responses from the interviews conducted in terms of organisational support to personnel in university libraries corroborated the questionnaire data that revealed low organisational support to personnel in the university libraries. The majority of the interviewees disclosed that management's disposition to personnel wellbeing was not encouraging in terms of sponsorship for further training, favourism in selection of participants for conferences as well as unfavourable work environment in terms of office space, furniture, power supply and internet access. Some of the respondents' responses are reported as follows:

*The issue of welfare is a general problem in the country, so it is not limited to private or public establishments. To be candid, the university has not done well in terms of personnel's wellbeing; therefore, it is nothing to write home about. The complaint of paucity of funds by the university management has greatly affected the personnel wellbeing in this university. For example, can you compare this office with colleagues in bursary or registry unit? You can see how this office is, being office of a deputy university librarian. Hence, staff offices are not conducive and the furniture there are not befitting.*

Another respondent said concerning the availability of power supply and internet access:

*In terms of availability of power supply, I think this is a national problem and it affects us here because the university itself could not fund her standby generators, which makes epileptics power supply to be very rampant here. To purchase fuel for the generators as expected is very difficult. Therefore, when there is no power supply, access to the internet would be difficult for staff and users of the library.*

Another interviewee had this to say on organisational fairness in the university library:

*On fairness, I think the university has being fair to all staff in terms of promotion opportunity. However, role assignment and sponsoring of staff for training and conferences need serious attention. Imagine, where only the favourites of the management are being recommended for sponsorship for conferences, this will not motivate other members of staff that are denied.*

However, many of the interviewees gave kudos to their supervisors in terms of supporting their progress as revealed verbatim by one of the interviewees:

*Those in the helms of affairs in this library are trying. My supervisors do encourage me to develop myself academically and assist when I have personal challenges. Also, the university is trying her best on career development because many of the staff here are on one programme or the other. Although, the support in terms of funding is not encouraging, however, the library is doing well in terms of granting approval for self-sponsored programmes.*

The responses from the interviewees complimented the results gathered from questionnaire that the extent of organisational support to personnel in university libraries in South-west, Nigeria is low.

#### **4.6 Objective Four: Level of Job Satisfaction of Personnel in University Libraries**

Appendix H reveals the level of job satisfaction of personnel in university libraries in South-West, Nigeria. Job satisfaction was compartmentalised into eight attributes of nature of work, career advancement, recognition, promotion opportunity, work condition, salary, supervision, and communication flow. Overall, the aggregate mean score of job satisfaction of personnel in university libraries was 3.12 (Please see appendix H). This implied that the personnel in university libraries had high level of job satisfaction. As shown in Appendix H, respondents were highly satisfied with the

nature of work, communication flow, supervision, and promotion opportunity. However, the results showed that respondents were not satisfied with career advancement, recognition, salary and working conditions.

Specifically, Appendix H indicates that the nature of work with a mean score of 3.87 which was greater than the criterion mean of 3.0 was the highest rated level of job satisfaction among the personnel working in the universities in South-West, Nigeria. The results showed that the majority of the respondents (308; 56.9%) agreed to a high level of satisfaction with their job duties in the university libraries while 337 (62.6%) of the respondents agreed to a high level of satisfaction with their job schedule that allowed them to attend to other personal activities. This demonstrated that the personnel in university libraries were satisfied with the provision of library services and were ready to continue with their job schedule that allowed them to balance work-family relationship.

This was followed by communication flow as respondents indicated high level of satisfaction with a mean score of 3.45, which was greater than the criterion mean of 3.0. The results revealed that the majority of the respondents (278; 51.4%) agreed to a high level of satisfaction with the way they perceived the information needed to do their job effectively while 215(39.7%) of the respondents agreed to a high level of satisfaction with the channels of communication in their libraries. This implied that the personnel in the library did not have communication problem because the information needed for their jobs were adequately available and well disseminated through the right channel.

In the same vein, respondents were highly satisfied with their promotion with the mean score of 3.30, which was greater than the criterion mean of 3.0. The majority of

the respondents (262; 48.4%) were highly satisfied with the way their promotion came as at when due. The indicator 'I am satisfied with the criteria for promotion in my library' was rated highly with the majority of the respondents (311; 57.5%) affirming to the item. This suggests that personnel in the university libraries enjoy their promotion like their colleagues in other units of the study universities. Results also indicated that the respondents agreed to a high level of satisfaction on supervision of personnel in university libraries with a mean score of 3.12, which was greater than the criterion mean of 3.0. Specifically, the majority of the respondents (281; 52.3%) agreed that their supervisors were fair and supportive. Likewise, the majority of the respondents (221; 40.9%) indicated that they were satisfied with the leadership style in their libraries. This implied that there was good relationship between subordinates and supervisors in university libraries in South-West, Nigeria.

However, working condition in relation to job satisfaction of personnel in university libraries was the least rated attributes of job satisfaction among library personnel with the mean score of 2.58, which was less than the criterion mean score of 3.0. The majority of the respondents (305; 56.4%) indicated that their work environment was not conducive. Likewise, the majority of the respondents (270; 49.9%) were not satisfied with the lack of provision of resources that make their work effective. This implies that when the work environment of employees in the university libraries is conducive, their level of job satisfaction will be enhanced.

Likewise, results on salary of personnel in the university libraries showed that respondents were not satisfied with a mean score of 2.95 which is less than criterion mean of 3.0. Specifically; the result showed that majority of the respondents 260 (48.1%) were not satisfied with the delay they usually experience with the payment of their salary and allowances. Likewise, majority of the respondents 354 (65.4%) were

not satisfied with the amount of salary and allowance they received. This suggests that personnel in the university library are expecting regular review of their salary and wish that the salary comes as at due to be able to meet their financial obligations, which could enhance their commitment to the university library goals.

The respondents were not satisfied with the recognition given to personnel in the university libraries (mean score of 2.89), which was less than the criterion mean of 3.0. The results showed that the majority of the respondents (279; 51.6%) were not satisfied with the lack of appreciation for their creativity by the universities. Likewise, the majority of the respondents (328; 60.6%) were not satisfied with the lack of recognition for their contribution to university success. This suggests that the appreciation and recognition of personnel are important constructs that determine job satisfaction of employees in university libraries. That is, the higher the recognition given to personnel, the higher the level of job satisfaction of employees in university libraries.

Similarly, the results on the level of career advancement in university libraries showed that respondents were not satisfied (with a mean score of 2.69), which was less than the criterion mean of 3.0. Specifically, the results indicated that the majority of the respondents (224; 41.4%) were not satisfied with the kind of support received from university libraries management for conferences/seminars attendance. Also, the majority of the respondents (344; 63.6%) indicated that their universities did not sponsor the training needed to develop required skills. This implied that the lack of sponsorship to develop staff skills can serve as non-motivating factors for personnel's job satisfaction in university libraries.

Meanwhile, the in-depth analysis of qualitative data supports the quantitative data on job satisfaction of personnel in the university libraries. The results revealed that the personnel in the university libraries were satisfied with their job duties, promotion opportunity, supervision, and communication flow as verbally revealed by the respondents. The following statements were some of the responses on job satisfaction as recorded verbatim from the participants.

*My job satisfaction is good, but it could be better. I enjoy my promotion as at when due. So, to be fair to the university management, they have done well in this regard. I am also satisfied with my job schedule as a cataloguer. Since my assumption of duty about fourteen years ago, I have been working as a cataloguer, and I enjoy it.*

Further, another interviewee said:

*With the kind of work given to me, I am satisfied. I am not underutilised, in fact, I can say I am over worked. On promotion, I do not lobby to get my promotion as at when due and I do enjoy my supervisor support. Every time my boss comes around, he usually asks about my welfare and how things could be done better in the library.*

However, personnel were not satisfied with lack of recognition, poor and delay in payment of salaries and poor work environment in the university libraries as emphasised by some of the interviewees:

*In terms of motivation in the library, I'm not satisfied. There are some allowances that ought to have been paid but they are not paid. Take for instance; shift allowances are being paid only to non-teaching staff, whereas the academics who are the shift supervisors are denied. If you get to my office now, no air conditioner, the fan here is not working. As an information manager, I deserve a cable television that will enable me to have access to numerous pieces of information in the world. Likewise, my office is not connected to the internet. The library management should go an extra mile to convince the university*

*management on improvement of infrastructural resources that are supposed to be in university library for convenience of its staff.*

Another interviewee buttressed this further:

*Library management needs to motivate workers so that they can be satisfied. Like the issue of salary, if it could be paid before the end of the month, people will be more committed than before. There would not be any excuses for coming late to the office and giving flimsy excuses to be absent from duty will be minimised if not totally eradicated, but you know “a hungry man is an angry man”.*

The above responses from the interviewees buttressed the results of the questionnaire that the extent of organisational support to personnel in university libraries in South-west, Nigeria is low.

#### **4.7 Objective Five: Influence of Organisational Support on Personnel Commitment**

To achieve objective five, Table 4.4a and Table 4.4b show the regression analysis of organisational support on personnel commitment in university libraries in South-West, Nigeria.

**Table 4.4a: Model summary of regression analysis of organisational support and personnel commitment in university libraries**

<b>Model</b>	<b>Coefficient</b>
R	0.505
R Square	0.486
Adjusted R Square	0.485
Std. Error of the Estimate	0.538

**Source:** Researcher’s Field work (2023)



**Table 4.4b: ANOVA model of regression analysis of organisational support and personnel commitment in university libraries**

Model	Sum of Squares	Df	Mean Square	F	P-value
Regression	53.470	1	53.470	184.962	0.000
Residual	155.817	539	0.289		
Total	209.287	540			

**Source:** Researcher's Field work (2023)

The regression results with  $R = 0.505$ ,  $R \text{ square} = 0.486$ ,  $\text{Adjusted } R \text{ square} = 0.485$  in Table 4.4a and  $F(1,539) = 184.962$  in Table 4.4b, which was significant at a 0.05 level of significance ( $0.000 = P < 0.05$ ) showed the significant influence of organisational support on personnel commitment in university libraries in South- West, Nigeria. With  $R \text{ square}$  equal to 0.486, the result revealed that organisational support accounted for 49% in variability of explaining personnel commitment in university libraries in South-West, Nigeria.

Also, with  $p < 0.05$ , the null hypothesis that organisational support does not significantly influence personnel commitment is rejected. This implied that there was a significant influence of organisational support on personnel commitment in university libraries in South-West, Nigeria.

#### **4.8 Objective Six: Influence of Job Satisfaction on Personnel Commitment in University Libraries**

To achieve objective six, hypothesis two was formulated and tested at a 0.05 level of significance. The results of the regression analysis are presented in Table 4.5a and Table 4.5b.

**Table 4.5a: Model summary of regression analysis of job satisfaction and personnel commitment in university libraries**

Model	Coefficient
R	0.484
R Square	0.317
Adjusted R Square	0.315
Std. Error of the Estimate	0.563

**Source:** Researcher's Field work (2023)

**Table 4.5b: ANOVA model of regression analysis of job satisfaction and personnel commitment in university libraries**

Model	Sum of Squares	DF	Mean Square	F	P	Remark
Regression	66.273	1	66.273	249.775	0.000	Sig.
Residual	143.014	539	0.265			
Total	209.287	540				

**Source:** Researcher's Field work (2023)

The regression results with  $R = 0.484$ ,  $R$  square = 0.317, Adjusted  $R$  square = 0.315 in Table 4.5a and  $F(1,539) = 249.775$  in Table 4.5b, which was significant at a 0.05 level of significance ( $0.000 = P < 0.05$ ) showed the significant influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria. With  $R$  square equal to 0.317, the result revealed that job satisfaction accounted for 32% in variability of explaining personnel commitment in university libraries in South-West, Nigeria.

Also, with  $p < 0.05$ , the null hypothesis that job satisfaction does not significantly influence personnel commitment is rejected. This implied that there was significant

influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria.

#### **4.9 Objective Seven: Joint Influence of Demographic Variables, Organisational Support and Job Satisfaction on Personnel Commitment in University Libraries**

To achieve objective seven, hypothesis three was formulated and tested at a 0.05 level of significance. The results of the regression analysis are presented in Table 4.6a and Table 4.6b.

**Table 4.6a: Model summary of regression analysis of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries**

<b>Model</b>	<b>Coefficient</b>
R	0.695
R Square	0.552
Adjusted R Square	0.551
Std. Error of the Estimate	0.436

**Source:** Researcher's Field work (2023)

**Table 4.6b: ANOVA model of regression analysis of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries**

<b>Model</b>	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>	<b>Remark</b>
Regression	74.619	7	46.660	148.632	0.001	Sig.
Residual	134.668	533	0.253			
Total	209.287	540				

**Source:** Researcher's Field work (2023)

The regression results with  $R = 0.695$ ,  $R \text{ square} = 0.552$ ,  $\text{Adjusted } R \text{ square} = 0.551$  in Table 4.6a and  $F(1,539) = 249.775$  in Table 4.6b, which was significant at a 0.05 level of significance ( $0.000 = P < 0.05$ ) showed the significant influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-West, Nigeria. With  $R \text{ square}$  equal to 0.552, the result revealed that demographic variables, organisational support and job satisfaction accounted for 55% in variability of explaining personnel commitment in university libraries in South-West, Nigeria.

Also, with  $p < 0.05$ , the null hypothesis is rejected. This implied that there was significant joint influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in Nigeria.

#### **4.10 Summary of the Findings**

1. The level of personnel commitment in university libraries in South-West, Nigeria was low. The affective commitment of personnel was moderate, while the continuous and normative commitments were low.
2. The demographic variables (age, gender, designation, level of education, and years of employment) influenced personnel commitment in university libraries in South-West, Nigeria.
3. The extent of organisational support to library personnel in university libraries in South-West, Nigeria was low. The findings showed that organisational support was high in terms of supervisor support and organisational policies, but low in terms of wellbeing, fair treatment and job environment.
4. The level of job satisfaction of personnel in university libraries in South-West, Nigeria was high, that is, job satisfaction was high in terms of nature of work,

career advancement, promotion opportunities, supervision and communication flow, but low in terms of salary, recognition and working conditions.

5. There was significant influence of organisational support on personnel commitment in university libraries in South-West, Nigeria. All the five constructs of organisational support - wellbeing, fair treatment, job environment, organisational policies and supervisor support that were explored in the study showed significant influence on personnel commitment.
6. There was significant influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria.
7. There was significant joint influence of demographic variables (age, gender, designation, level of education, and years of employment), organisational support and job satisfaction on personnel commitment in university libraries in South-West, Nigeria.

#### **4.11 Discussion of the Findings**

##### **Objective One: Level of personnel commitment in university libraries in South-West, Nigeria.**

Research question one sought to find the level of personnel commitment in university libraries in South-West, Nigeria. The findings reveal that there is low level of personnel commitment in university libraries in South-West, Nigeria. This implies that most of the personnel in university libraries in the studied areas are not showing willingness to put more efforts in achieving organisational objectives and do not have strong conviction in staying with the university libraries. This finding is in line with Mensah and Adjei (2015), and Rina (2018) that employees with higher levels of organisational commitment had greater sense of belonging and they identified more

with the organisation which increased their desire to pursue the values, objectives and goals of the organisation. Further, they were willing to remain with the organisation for a long time.

The low level of personnel commitment in university libraries could have been as a result of many factors among which are poor working environment, unfair treatment of library personnel and inadequate motivation from the universities such as lack of recognition, poor remuneration and lack of support for career advancement. This corroborates similar studies such as Onuoha and Ayeerun (2013), Israel *et al.* (2017), and Oyovwevotu (2017) that personnel in organisations with high level of organisational support and job satisfaction would have increased level of commitment than those who perceived their organisation negatively and not satisfied. When employees perceive that their organisation supports skills development, training and development and career development to find better solutions to work-related problems, they would be obliged to display a higher level of dedication and commitment towards their organisation (Brunetto *et al.*, 2012; Teck-Hong & Yong- Kean, 2012). Similarly, the findings agree with Akinyemi and Ifijeh (2013) that provision of work environment that is conducive among library personnel would not only improve employees' commitment, but also in no small measure contributes to the overall success of the organisation.

However, the findings are in contrast to Olajojo and Oyeboade (2016) whose findings revealed that personnel in the university libraries had moderate level of commitment, although with considerably high intention to leave the organisation. Also, findings from related studies conducted by Irefin and Ali (2014), Lalitamishra (2017), and Hassan and Nagmi (2020) found organisational commitment to be very high. The

difference in the findings may be linked to low level of university support to library personnel in the current study.

In addition, findings show that respondents in the study have moderate level of affective commitment, while their continuance and normative commitments are low. This suggests that library personnel are ready to put in a great deal of effort to help their institutions succeed if their wellbeing is given deserved attention. This may be as a result of the strong feelings they have for their institutions and their willingness to support institutional information services despite low level of organisational support from the management. This finding is in consonance with Andrew (2017) that the service sector employees are enthusiastic in reflecting commitment in work environment to render maximum performance to their various organisations. However, the findings contradict Sadoughi and Ebrahim (2015) study that showed the normative commitment of employees to be higher than continuance and affective commitments.

### **Objective Two: Demographic variables that influence personnel commitment in university libraries in South-West, Nigeria**

Research question two sought to find the influence of demographic variables on personnel commitment in university libraries in South-West, Nigeria. The findings show that demographic variables do jointly influence personnel commitment in university libraries. This finding agrees with Mensah and Adjei's (2015) study that demographic variables (age, gender, race, marital status, educational qualifications and job tenure) played important role in understanding the commitment of employees to the organisation. Also, Onuoha and Ayeerun (2013) study on the influence of demographic variables in predicting organisational commitment of non-teaching employees in a state-owned Nigerian university is also in line with the current study

where the authors found a significant joint influence of age, gender, marital status and tenure on organisational commitment. However, the finding disagrees with McKeever (2018) study that factors of age, highest level of education, and time worked at the organisation did not influence personnel commitment. The difference in the findings may be due to the fact that demographic variables are personality traits that may not necessarily follow a fixed pattern, but individual employee's discretion.

In addition, the findings reveal that younger personnel are more committed. This suggests that the younger the personnel are, the higher the level of personnel commitment in university libraries. This could be as a result of the current high unemployment rate in the country where only few lucky job seekers are gainfully employed, hence the needs for their commitment to their organisations. Likewise, the high burden of older personnel in terms of meeting the needs of their families in the present economic situation may be responsible for the older personnel to be looking for alternative means for sustainability, hence the distraction in their commitment to the organisation in comparison with younger employees who may have lesser burden. This finding is in agreement with Rabindarang *et al.* (2014) that age has significant influence on organisational commitment. The study also agrees with Olayide (2013), Abdul-Sattar and Farooq (2015), and Fedayi and Sema (2019) in their submissions that as the age of personnel increases, their commitment level decreases. This shows that commitment is higher in younger respondents compared to older respondents.

Furthermore, the finding indicates that employees that have less years of employment are more committed. This suggests that the more the year employees stay in an organisation, the less committed they are to the organisation. This could have been as a result of the fact that less experienced employees are usually striving hard to be relevant with the acquisition of necessary skills that will make them attain the peak of



their career, unlike the experienced who believe that they have already acquired basic skills to reach the pinnacle of their career. Likewise, the job opportunities in the country which appear to favour the experienced employees than the less experienced may give room for the experienced personnel to believe that they have better opportunities outside the present organisation once the current organisation is no longer flourishing, hence the low level of commitment by the experienced personnel. This finding is in line with Abdul-Sattar and Farooq (2015) that less experienced nurses showed more commitment than the experienced. The present finding also agrees with Affum-Osei *et al.* (2015) study on the relationship between experience and organisational support in Ghana's banking sector where employees who had low level of experience had less job opportunities and are therefore committed to stay.

However, the current findings are in contrast with Igbal (2011) who argued that the longer the employees stay in the organisation and the older they become, their feelings of responsibility for task outcomes increases. The findings also contradict Israel *et al.* (2017) that found less experienced and younger employees to be less committed as a result of their eagerness to get better job which made them to repeatedly move from one organisation to the other compared to the older personnel that already have family to cater for, hence unwilling to leave their current organisation. The difference in these findings may have occurred as a result of the different geographical locations and job settings in which the studies were carried out.

### **Objective Three: Extent of organisational support in university libraries in South-West, Nigeria**

Research question three sought to find the level of organisational support to personnel in university libraries in South-West, Nigeria. The findings in this study reveal that organisational support to personnel in university libraries is low. This result is in

agreement with the findings of Oyovwevotu (2017) who uncovered that the extent of institutional support to library personnel was low. Also, the findings are in line with Ahmed and Nawaz (2015) that organisational justice, supervisor support, co-workers support, job security and role conflict influenced perceived organisational support of university libraries being a service sector. The implication of the low level of organisational support to library personnel could have been responsible for negative behaviours such as absenteeism, lateness to office and high turnover intention that is being experienced in university libraries as opined by Arogundade *et al.* (2015).

However, the finding contradicts a similar study by Amos *et al.* (2019) on perceived organisational support and employee productivity of Nigerian oil and gas servicing companies, where perceptions of employees were moderately high in terms of fairness, implementation of policies, appreciation for work done, supervisor support, work-life balance support and work flexibility. The difference in the findings may have been based on the fact that university libraries are a service-oriented organisation whereas Amos *et al.* (2019) study was carried out in a profit-oriented organisation.

Moreover, the finding indicates that supervisor support and organisational policies are considered among personnel to be the greatest measures of organisational support in university libraries. This implies that library personnel feel that most of the challenges in terms of organisational support are not from library management, but rather from university management that are not supportive enough in terms of provision of conducive work environment as it is being enjoyed by their counterparts in registry, bursary, faculties and other units of the university. This finding supports the view of Eisenberger and Stinglhamber (2011), and Kurtessis *et al.* (2017) that identified fairness with which the organisation treated its members, treatment from

organisational members such as supervisor and co-worker support as well as organisation's job conditions and practices as antecedents of personnel's organisational support. The finding is also in agreement with Ibrahim *et al.* (2017) that bad work environment (lack of facilities like offices, chairs, internet and toilets) constituted the most frequently cited reasons that made the academic staff in universities to leave their jobs because it has important influence on work-life balance.

#### **Objective Four: Level of job satisfaction of personnel in university libraries in South-West, Nigeria**

Research question four sought to find out the level of job satisfaction of personnel in university libraries in South-West, Nigeria. The findings reveal that personnel in university libraries have high level of job satisfaction. This could have been possible as a result of the high score given to the nature of work by personnel in university libraries, that is, personnel in the university libraries believe that they enjoy their work and work schedule in the university libraries. Likewise, the good working relationship between the supervisors and employees could as well be responsible for the high level of job satisfaction in university libraries as most respondents rated the level of supervisor support very high. This finding is consistent with the previous finding of Hassan and Romle (2015) that motivational factors (the nature of work, the sense of achievement from work, recognition, responsibility that is granted, and opportunity for personal growth and advancement) helped employees to find their worth with respect to value given to them by organisations and ultimately increase employees' happiness. The finding also supports the view of Oyovwevotu (2017) that the job satisfaction of library officers had bearing on the way the personnel carried out their

professional duties and there existed a positive and significant relationship between intrinsic factors and job satisfaction of university library personnel.

In addition, the finding attests to the factors such as general working conditions, attitudes towards organisation, monetary benefits and attitude towards supervision, remuneration, advancement, communication and recognition as important constructs in determining personnel's job satisfaction as evidenced in the work of Halcomb *et al.* (2018), Ikonne *et al.* (2019), and Yaya (2019). This implies that when personnel, especially library staff are well catered for by the university management in areas such as due recognition for a job well done, conducive work environment, sustainable career advancement, promotion opportunity as at due, prompt payment of living salary, good supervision support and effective communication flow, their level of job satisfaction will be enhanced.

The findings also show a positive relationship between work environment and job satisfaction of personnel in the university libraries. This implies that employees are becoming more inquisitive about their right in terms of provision of physical working condition, maintenance of infrastructure, availability of working equipment as well as safety of the employee within the premises of the organisation. Poor working condition could hinder personnel's capability and potential, thereby resulting to low job satisfaction. This finding is consistent with Abdul and Raheela (2015) who asserted that organisation that aimed at increasing employee loyalty, commitment, efficiency, effectiveness, productivity and job satisfaction must ensure that employees working environment is friendly and conducive.

**Objective Five: Influence of organisational support on personnel commitment in university libraries in South-West, Nigeria**

Research question five investigated the influence of organisational support on personnel's commitment in university libraries South-West, Nigeria. The findings from the study reveal that organisational support positively influences personnel commitment in university libraries. This suggests that the higher the level of support to personnel by organisation, the higher the level of personnel commitment to the organisation. This finding is in concurrence with the earlier studies of Piong (2016), Aban *et al.* (2019), Hanaysha (2016), and Ghazali *et al.* (2018) that found organisational support to influence personnel commitment.

The finding also agrees with Ateke and Akani (2018) who sought to determine the nexus between organisational support and commitment of customer-contact employees of eateries in Port Harcourt and found that affective, continuance and normative commitment of customer-contact employees depend on organisational support. This implies that organisations that fail to appreciate and value personnel's contribution to their success will find it difficult to gain personnel's loyalty which could result to lackadaisical attitude on the part of the personnel to organisational goals.

The findings are also in agreement with Onuoha and Ayeerun (2013) who opined that organisations that want to increase employees' attachment to the organisation should pay adequate attention to satisfying employees' work-related and non-work related needs. Similarly, the findings show that the wellbeing of personnel, supervisor support, organisational policy, fair treatment and work environment determine personnel's identification with the organisation and influence personnel intention to retain their membership of the organisation. This indicates that when personnel feel that organisations support their wellbeing, ensure fairness in making decisions and distributing resources and provide them with conducive work environment; such

support would not only make personnel identify and attach themselves to the organisation, but would enhance organisational productivity. This corroborates Hanaysha (2016), and Amos *et al.* (2019) that job characteristics such as the various forms of support given to employees in term of fairness of policy implementation, supervisor support and work-life balance of the employees have major effects in determining productivity of the employee.

The finding also reveals that the giving of employees a sense of belonging in term of unbiased treatment enhances their attachment and identification with the organisation which could result to positive attitude and behaviour towards organisational growth. This finding agrees with Friday and Ugwu (2019) who opined that when proprietors and administrators of schools treated teachers and non-teaching employees equally, it enhanced organisational commitment by the employees.

**Objective Six: Influence of job satisfaction on personnel commitment in university libraries in South-West Nigeria.**

Research question six investigated the influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria. The findings of the study reveal that job satisfaction positively influences personnel commitment in university libraries. That job satisfaction influences personnel commitment implies that the higher the level of job satisfaction, the higher the level of personnel commitment to the organisation. The implication of the above finding is that library personnel who are satisfied with the nature of work, career advancement, recognition, promotion opportunity, working environment, salary, supervision and effective communication will be emotionally attached to the organisation and will always want to retain his or her membership of the organisation. The cumulative effect is that it will enhance personnel's positive attitude and behaviour towards organisational goals. This is in

consonance with Suhartini and Nurlita (2019) that satisfaction can increase employee commitment to support organisational goals and strategies.

Several earlier studies support the above findings. Lalitamishra (2017) found employee satisfaction to affect the commitment of teaching and non teaching staff and that the factors affecting employee satisfaction and commitment were rewards, stress leave, benefits and compensation given to the staff by the management which were important to improve motivation level and satisfaction. Likewise, Mitonga-Monga *et al.* (2018) findings aligned with this finding with the authors' opinion that employees' job satisfaction variables of satisfaction with supervisor, satisfaction with pay, satisfaction with the work itself, satisfaction with promotion and satisfaction with co-workers influenced the level of affective, continuance, normative and overall commitment in the railway organisation in the Democratic Republic of Congo and could positively influence employees' intention to stay with the organisation. Other previous studies such as Hassan and Mahmood (2016), Suri and Petchsawang (2018), and Zain and Setiawati (2019) also showed that employees who are satisfied are usually committed to the organisation which in turn leads to lower absenteeism and turnover intention among the employees.

**Objective Seven: Joint influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-West, Nigeria.**

Research question seven examined the joint influence of demographic variables, organisational support and job satisfaction on personnel commitment in university libraries in South-West, Nigeria. The findings of the study show that demographic variables, organisational support and job satisfaction influence personnel commitment in university libraries in South-West, Nigeria. The finding reveals that when

organisation such as the university library supports her employees and shows concerns to factors that make the personnel satisfied, such personnel will be emotionally attached to the organisation, thereby striving to improve productivity. In other words, the findings indicate that organisations that fail to support their personnel wellbeing, allow fair treatment among workforce, provide favourable environment, and provide motivation through recognition and payment of living wages would likely have personnel that will not be committed to the organisation and likely to record high staff turnover as opined by Sinclair (2013). The outcome of employees with high commitment to the organisation is a reduced intent to leave the organisation.

These findings are in consonance with other related studies such as Olajo and Oyeboade (2016) whose study identified insensitivity to library staff welfare, inability to acquire 'state of the art' working equipment, poor funding of the library, among others as factors responsible for low level of commitment among library personnel. The finding also agrees with Claudia (2018) research whose findings showed that lecturers with a positive perception of organisational support available to them felt more satisfied with their jobs, which in turn encouraged the creation of high organisational commitment and resulted to the emergence of positive organisational citizenship behaviour. In addition, the finding is in line with Israel *et al.* (2017) and Aban *et al.* (2019) studies that organisations expecting their personnel to be committed should be more interested in employee welfare by providing them with positive environment to work in, chance for career advancement, involvement in managerial decision making, using improved communication skills and giving appreciation for the contributions given to the organisations. Suhartini and Nurlita (2019) findings also support this study that individual (demographic), job (job



satisfaction), and organisation (organisation support) characteristics had significantly influenced organisational commitment of the employees.

## **CHAPTER FIVE**

### **5.0 CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

The findings of the study have shown that personnel commitment is an integral asset for the success of organisations such as university libraries. Based on the findings of the study, the researcher concludes that demographic variables, organisational support and job satisfaction are important factors that predict commitment of personnel working in university libraries in South-West, Nigeria. This suggests that organisational support and job satisfaction are inevitable factors needed to enhance personnel commitment in university libraries. In other words, the higher the level of organisational support and job satisfaction of employees in university libraries, the higher the level of commitment. Therefore, stakeholders in the management of university libraries should look into various factors of demographic variables, organisational support and job satisfaction in enhancing personnel commitment. This is based on the premise that personnel who are committed will be obliged to have a sense of concern in achieving university library goals.

#### **5.2 Recommendations**

Arising from the findings of this study, the following recommendations are made:

1. Regular promotion opportunity should be sustained and personnel's remuneration should be constantly reviewed to reflect the state of the economic condition of the country. This will serve as stimulus for increase level of commitment of personnel working in the university libraries.
2. Stakeholders in the management of university libraries should be more concerned in improving personnel commitment in university libraries by

supporting personnel's wellbeing and promoting factors that enhance personnel commitment.

3. Library management should always take into consideration demographic characteristics of employee such as experience in decisions relating to personnel welfare.
4. University library management should ensure that personnel in university libraries are treated equally without favouritism in the administration of the university. For instance, treating them well like their colleagues in academic faculties and other units. This will build trust between library employees and management, hence there will be increased level of personnel commitment.
5. University libraries' work environment in the areas of office space, uninterrupted power supply, furniture and internet access should be provided by university management to increase the perception of personnel's organisational support bringing about increased commitment.
6. Stakeholders in university administration should ensure that policies in respect of personnel welfare are implemented appropriately as contained in the university's conditions of service.
7. University management should provide adequate training to library personnel and support them financially while embarking on training, further studies or attending conferences to enhance personnel's job satisfaction
8. University library management should ensure that there is fair and transparent reward system for library personnel in recognition of their creativity or extra efforts towards university success. This will motivate the personnel to do more, hence, increase the level of commitment in achieving the goals of the university library.

### **5.3 Contributions to Knowledge**

1. The study has helped to enrich literature on the relationship between demographic variables, organisational support, job satisfaction and personnel commitment in university libraries thereby serving as empirical evidence for future researchers.
2. The study presents valuable understanding for policymakers in university libraries regarding how to make library personnel satisfied and committed to library goals of providing information services and positive citizenship behaviour among library personnel.
3. The study will strengthen the understanding of stakeholders in the university libraries on the vital role of individual, organisation and job characteristics in the recruitment and retention of committed personnel so as to achieve university libraries goals.

### **5.4 Suggestions for Further Studies**

1. This study used a survey method for data collection. Therefore, it would be interesting to replicate this study using a longitudinal design. This will enable the researcher to understand changes over time on both independent variables and dependent variable.
2. The current study considered only three variables among numerous factors that can predict personnel commitment in organisations. Future study should consider other factors such as organisational culture, leadership styles, among others, in predicting personnel commitment in university libraries.

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## APPENDICES

### APPENDIX A

#### Demographic Variables, Organisational Support, Job Satisfaction and Personnel Commitment Questionnaire

##### Section A: Demographic Information of Personnel

1. Name of University/Library \_\_\_\_\_
2. Gender: Male ( ) Female ( )
3. Marital Status: a. Single ( ) b. Married ( ) c. Divorced ( )  
d. Widowed/Widowered ( )
4. Age: 20-25 years ( ) 26 – 30 years ( ) 31-35 years ( )  
36-40 years ( ) 41-50 years ( ) 51 years and above ( )
5. Your Designation: Library Support Staff ( ) Library Officer( ) Librarian ( )
6. How long have you been working in this library?  
1- 5 years ( ) 6-10 years ( ) 11-15 years ( ) 16 -20 years ( ) 21 – 25 years ( )  
26 years and above ( )
7. What is your highest academic qualification?  
SSCE ( ) Diploma/OND ( ) HND ( ) B.Sc. /BA ( ) BLS/BLIS/ ( )  
M.Sc/MA ( ) MLS/MLIS ( ) PhD ( )

##### Section B: Level of Personnel Commitment

**Instruction:** please indicate the degree of your agreement with each statement by ticking (√) VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level

S/N	STATEMENTS	VHL	HL	M	LL	VLL
		5	4	3	2	1
	<b>Affective Commitment</b>					
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful					
2	I feel strong sense of belonging to this library.					
3	I really feel as if this library's problems are my own					
4	I feel emotionally attached to this library.					
5	I would be happy to spend the rest of my career with this library					
6	I present this library to my friends as a great establishment					
7	I would accept almost any type of job assignment in order to keep working for this library.					
8	I do not think that I could easily become as attached to another organisation as I am to this library					
	<b>Continuance Commitment</b>					
9	I am not afraid of what might happen if I quit my job without having another one lined up.					
10	I am staying with this library because I do not have alternative.					
11	I believe that I have few options to consider leaving					

	this library.					
12	If I had not already invested so much of myself into this library, I might consider working elsewhere.					
13	One of the few negative consequences to consider in leaving this library is that another organisation may not match the overall benefits I have here.					
14	It would be hard to leave this library now, even if I wanted to.					
15	It would be too costly for me to leave this library in the near future.					
16	Too much of my life would be disrupted if I decided to leave this library right now.					
	<b>Normative Commitment</b>					
17	I am committed to this library because of what it has done in my life.					
18	I believe that a person must always be loyal to his or her organisation					
19	one of the major reasons I continue to work for this library is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain					
20	I think jumping from one organisation to another is not ethical					
21	I think things were better in the days when people stayed with one organisation for most of their careers.					
22	I cannot leave this library because it is morally correct to be loyal to one's organisation.					
23	I think that to be a member of this library is no more sensible.					
24	If I get another offer elsewhere, I would not feel it was right to leave this library					

### Section C: Influence of Demographic Variables on Personnel Commitment

**Instruction:** Please indicate the degree of your agreement with each statement by ticking (√) VHE = Very High Extent, HE = High Extent, ME = Moderate Extent, LE = Low Extent, VLE = Very Low Extent

S/N	STATEMENTS	VHE	HE	ME	LE	VLE
		5	4	3	2	1
	<b>Age</b>					
1	My age has made me emotionally attached to this library					
2	I am committed to this library because my age will not allow me to secure new job					
3	I feel I am too young to spend the rest of my life in this library					
	<b>Gender</b>					
4	My gender contributed to my commitment in this					

	library					
5	Gender equality in this library enhances my wish of spending the rest of my career in this library					
6	My gender has enabled me to put in a great deal of effort beyond that normally expected into this library					
	<b>Marital Status</b>					
7	Due to my marital responsibilities, I cannot work in any organisation apart from this library					
8	My marriage would make me accept any type of job assignment in order to retain my membership of this library					
9	My marriage make me feel emotionally attached to this library					
	<b>Designation</b>					
10	My position in this library does not make me think of leaving this library soon					
11	I would be happy to spend the rest of my career with this library because of my designation					
12	My designation make me easily not attached to other organisation like this library					
	<b>Level of Education</b>					
13	The level of my education would make me accept any type of job assignment in order to retain my membership of this library					
14	I believe that I have few job opportunity to consider due to my level of education					
15	I am staying with this organisation because my professional ethics do not encourage jumping from one organisation to another					
	<b>Years of experience</b>					
16	I am committed to this library because of the number of years I had spent here					
17	I am committed to this library because my years of experience in this library will make it difficult for me to secure another job elsewhere					
18	I will not consider my years of experience in leaving this library if I had the opportunity to leave					

### Section D: Level of Organisational Support to Personnel

**Instruction:** please indicate the degree of your agreement with each statement by ticking (✓) VHE = Very High Extent, HE = High Extent, ME = Moderate Extent, LE = Low Extent, VLE = Very Low Extent

S/N	STATEMENTS	VHE	HE	ME	LE	VLE
		5	4	3	2	1
	<b>Well-being</b>					
1	I feel that my university care about my well-being.					
2	Even if I did the least job possible, my university would notice and appreciate it for improvement.					
3	My university is concern about my personal challenges					
	<b>Fair Treatment</b>					
4	My university provides equal opportunity to all staff that wants to go for further study.					
5	Role assignment/staff posting do not favour some personnel than the others in this library.					
6	Personnel in my library do not need to lobby to attend conference/seminar/ further study.					
	<b>Job Environment</b>					
7	There are well furnished and conducive offices for staff in my library.					
8	I enjoy 24/7 electricity in my library.					
9	I always have access to internet in my library.					
	<b>Organisational Policies</b>					
10	My university policies are worker's friendly.					
11	My university policy makes provision for me to reach the peak of my career.					
12	My university policy provides equal opportunity in sponsoring staff for further study and attendance of conferences/workshops/seminars.					
	<b>Supervisor Support</b>					
13	My supervisor takes pride in and recognises my accomplishments at work.					
14	My supervisor likes to recommend me for training opportunity.					
15	My supervisor would support any opportunity that can enhance my career development.					



**Section E: Level of Job Satisfaction of Personnel**

**Instruction:** please indicate the degree of your agreement with each statement by ticking (√) VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level

S/N	STATEMENTS	VHL	HL	ML	LL	VLL
		5	4	3	2	1
	<b>Nature of Work</b>					
1	I am satisfied with my job duties					
2	I am satisfied with my job schedule that allows me to attend to other personal activities					
	<b>Career Advancement</b>					
3	The supports to attend conferences/seminars by my university is satisfactory					
4	My university always sponsors the training I need to develop my skills					
	<b>Recognition</b>					
5	The way my university appreciates my creativity at work is satisfactory					
6	I am satisfied with the recognition received on my contribution to university success					
	<b>Promotion Opportunities</b>					
7	The way my promotion comes as at due is satisfactory					
8	I am satisfied with the criteria for promotion in my library					
	<b>Working Conditions</b>					
9	My work environment is very conducive					
10	I am satisfied with the provision of resources that make my work effective					
	<b>Remuneration</b>					
11	The way my salary is being paid as at due is satisfactory					
12	My remuneration is adequate with my job in this library					
	<b>Supervision</b>					
13	My supervisor is fair and supportive					
14	I am satisfied with the leadership style in my library					
	<b>Communication Flow</b>					
15	I receive the information needed to do my job effectively					
16	I am satisfied with the channels of communication in my library					

**Thank you for your co-operation**

**Appendix B**

**Interview Guide on Demographic Variables, Organisational Support, Job Satisfaction and Personnel Commitment**

1. Name of University/Library\_\_\_\_\_
2. Gender: Male ( ) Female ( )
3. Marital Status: a. Single ( ) b. Married ( ) c. Divorced ( )  
d. Widowed/Widowered ( )
4. Age: 20-25 years ( ) 26 – 30 years ( ) 31-35 years ( )  
36-40 years ( ) 41-50 years ( ) 51 years and above ( )
5. Your Designation: Library Support Staff ( ) Library Officer( ) Librarian ( )
  
6. How long have you been working in this library?  
1- 5 years ( ) 6-10 years ( ) 11-15 years ( ) 16 -20 years ( ) 21 – 25 years ( )  
26 years and above ( )
7. What is your highest academic qualification?  
SSCE ( ) Diploma/OND ( ) HND ( ) B.Sc. /BA ( ) BLS/BLIS/( )  
M.Sc/MA ( ) MLS/MLIS ( ) PhD ( )

**Demographic Variables of Personnel**

8. How do you think the following demographic variables influence personnel commitment in your library?
  - a. Age.....  
-----
  
  - b. Gender.....  
-----
  
  - c. Marital Status.....  
-----
  
  - d. Level of education.....  
-----
  
  - e. Designation.....  
-----
  
  - f. Years of experience. ....  
-----

**Level of Organisational Support**

9. What is your management disposition to your well-being?-----  
-----  
-----

10. How has this library/university fair in dealing with individual staff? (Everyone is being treated equally; there is favourism in promotion or attendance of conferences etc.).....  
.....-

11. How would you describe your work environment in terms of office space and furniture, electricity supply, internet access and so on?-----  
-----  
.....-

12. How would you describe your university policy in terms of welfare of personnel in your library?.....  
-----  
.....-

13. How would you describe your supervisor's support towards your career development, attendance of conferences, promotion opportunity etc.?-----  
.....-

14. What aspects of this library action make you feel supported?-----  
-----  
.....-

**Level of Job Satisfaction**

15. How satisfy are you with your work schedules in this library? -----  
.....-

16. How satisfy are you with your career advancement in terms of attendance of conferences, further study, training opportunities among others?-----  
-----  
.....-

17. How does your university/library appreciate your contribution to her successes?  
-----  
-----

18. Do you think library staffs enjoy the same recognition like their colleagues in faculties and other units of the university? -----  
.....-

19. How would you describe the criteria for promotion in your library compare with colleagues in faculties? .....

20. Does your salary comes as at due and is it enough for your living?-----  
-----  
-----

21. How would you describe leadership style in your library?-----  
-----  
-----

22. How would you describe communication flow in your library?-----  
-----  
-----

23. How would you describe your level of job satisfaction in this university?-----  
-----  
-----

24. What dissatisfies you in your university/library?-----  
-----  
-----

**Level of Personnel Commitment**

25. How would you describe your commitment to this library? -----  
-----  
-----

26. Are you emotionally attached to this library? -----  
-----

27. Would you accept any type of job assignment in order to keep working for this university? -----  
-----

28. Are you afraid of what might happen if you quit this job without having another one lined up for you?-----  
-----

29. (i) Do you intend leaving this university/library if opportunity arises?  
(ii) If yes, what would be your reason for leaving? -----  
-----  
(iii) If no, state the reason? -----  
-----

30. How would you describe the current state of personnel commitment in your library (For instance; very committed, moderately committed, not committed etc.)?..... - .....

31. What are your suggestions on ways to improve personnel commitment in university libraries?.....  
-----  
-----  
-----

Do you have other comments? .....

**Thank you for spending the time to share your experiences**

**Badmus, Ibrahim Temitope**

## APPENDIX C

### Population of the study

S/N	University	Librarians	Library Officers	Support Staff
<b>Federal Universities</b>				
1	University of Ibadan, Ibadan, Oyo State	32	36	38
2	Obafemi Awolowo University, Ile-Ife, Osun State	26	23	30
3	University of Lagos, Akoka, Lagos State	32	18	20
4	Federal University of Oye Ekiti, Ekiti State	6	8	8
5	Federal University of Technology, Akure, Ondo State	13	10	18
6	Federal University of Agriculture, Abeokuta, Ogun State	24	20	28
<b>State Universities</b>				
7	Adekunle Ajasin University, Akungba Akoko, Ondo State	8	10	12
8	Ekiti State University, Ado Ekiti, Ekiti State	20	17	18
9	Ladoke Akintola University of Technology, Ogbomosho, Oyo State	16	15	16
10	Olabisi Onabanjo University, Ago Iwoye, Ogun State	15	18	22
11	Lagos State University, Ojo, Lagos State	17	15	20
12	Osun State University, Osogbo, Osun State	10	8	14
13	Tai Solarin University of Education, Ijebu Ode, Ogun State	8	6	7
14	Oyo State Technical University, Ibadan, Oyo State	4	2	6
15	Ondo State University of Medical Science, Ondo, Ondo State	6	4	4
16	Ondo State University of Science and Technology, Okitipupa, Ondo State	8	6	10
<b>Private Universities</b>				
17	Achievers University, Owo, Ondo State	4	2	7
18	Adeleke University, Ede, Osun State	6	3	4
19	Afe Babalola University, Ado-Ekiti, Ekiti State	8	5	10
20	Ajayi Crowther University, Ibadan, Oyo State	4	2	5
21	Babcock University, Ilishan-Remo, Ogun State	10	8	10
22	Bells University of Technology, Otta, Ogun State	5	4	5
23	Bowen University, Iwo, Oyo State	4	2	8

24	Caleb University, Lagos, , Lagos State	3	3	5
25	Covenant University, Ota, Ogun State	8	12	15
26	Crawford University Igbesa, Ogun State	2	4	5
27	Crescent University, Ota, Ogun State	4	4	6
28	Elizade University, Ilara-Mokin, Ondo State	4	2	6
29	Fountain University, Oshogbo, Osun State	2	2	5
30	Hallmark University, Ijebi Itele, Ogun State	2	4	2
31	Joseph Ayo Babalola University, Ikeji-Arakeji, Osun State	6	8	8
32	Kings University, Ode Omu, Osun State	4	2	5
33	Lead City University, Ibadan, Oyo State	6	4	6
34	Atiba University, Oyo, Oyo State	2	4	6
35	Mcpherson University, Seriki Sotayo, Ajebo, Ogun State	3	3	7
36	Mountain Top University, Mowe, Ogun State	4	3	5
37	Oduduwa University, Ipetumodu, Osun State	4	2	6
38	Pan-Atlantic University, Lagos, , Lagos State	5	4	7
39	Redeemer's University, Ede, Osun State	6	4	8
40	Wesley University. Of Science & Technology, Ondo	2	4	4
41	Christopher University Mowe, Ogun State	4	2	4
42	Kola Daisi University Ibadan, Oyo State	3	3	5
43	Anchor University Ayobo, Lagos State	4	4	8
44	Dominican University Ibadan, Oyo State	2	2	5
45	Precious Cornerstone University, Oyo, Oyo State	3	2	6
46	Eko University of Medical and Health Sciences Ijanikin, Lagos State	5	4	8
	<b>Sub Total</b>	<b>374</b>	<b>336</b>	<b>463</b>
	<b>Total = 1,163</b>			

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**Sources:** NUC Website (Approved universities in Nigeria, 2020) and University Librarian's Office of each University

## APPENDIX D

**Krejcie and Morgan (1970) Table for Determining Sample Size**

<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>
10 ⇒	10	220 ⇒	140	1200 ⇒	291
15 ⇒	14	230 ⇒	144	1300 ⇒	297
20 ⇒	19	240 ⇒	148	1400 ⇒	302
25 ⇒	24	250 ⇒	152	1500 ⇒	306
30 ⇒	28	260 ⇒	155	1600 ⇒	310
35 ⇒	32	270 ⇒	159	1700 ⇒	313
40 ⇒	36	280 ⇒	162	1800 ⇒	317
45 ⇒	40	290 ⇒	165	1900 ⇒	320
50 ⇒	44	300 ⇒	169	2000 ⇒	322
55 ⇒	48	320 ⇒	175	2200 ⇒	327
60 ⇒	52	340 ⇒	181	2400 ⇒	331
65 ⇒	56	360 ⇒	186	2600 ⇒	335
70 ⇒	59	380 ⇒	191	2800 ⇒	338
75 ⇒	63	400 ⇒	196	3000 ⇒	341
80 ⇒	66	420 ⇒	201	3500 ⇒	346
85 ⇒	70	440 ⇒	205	4000 ⇒	351
90 ⇒	73	460 ⇒	210	4500 ⇒	354
95 ⇒	76	480 ⇒	214	5000 ⇒	357
100 ⇒	80	500 ⇒	217	6000 ⇒	361
110 ⇒	86	550 ⇒	226	7000 ⇒	364
120 ⇒	92	600 ⇒	234	8000 ⇒	367
130 ⇒	97	650 ⇒	242	9000 ⇒	368
140 ⇒	103	700 ⇒	248	10000 ⇒	370
150 ⇒	108	750 ⇒	254	15000 ⇒	375
160 ⇒	113	800 ⇒	260	20000 ⇒	377
170 ⇒	118	850 ⇒	265	30000 ⇒	379
180 ⇒	123	900 ⇒	269	40000 ⇒	380
190 ⇒	127	950 ⇒	274	50000 ⇒	381
200 ⇒	132	1000 ⇒	278	75000 ⇒	382
210 ⇒	136	1100 ⇒	285	100000 ⇒	384



## APPENDIX E

### Cronbach Alpha Reliability Coefficients

#### Reliability statistics of personnel commitment instrument

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of Items</b>
0.911	0.836	24

#### Reliability statistics of demographic variables instrument

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of Items</b>
0.834	0.815	18

#### Reliability statistics of organisational support instrument

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of Items</b>
0.871	0.854	15

#### Reliability statistics of job satisfaction instrument

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of Items</b>
0.783	0.639	16

## APPENDIX F

### Demographic Variables Influence on Personnel Commitment in University Libraries

S/N	Statements	VHE	HE	ME	LE	VLE	M	SD	Decision
<b>Age</b>									
1	My age made me emotionally attached to this library	48 (8.9%)	208 (38.4%)	34 (6.3%)	224 (41.4%)	27 (5.0%)	3.98	1.163	High
2	I am committed to this library because my age will not allow me to secure new job	74 (13.7%)	262 (48.4%)	31 (5.7%)	98 (18.1%)	74 (13.7%)	3.50	1.295	High
3	I feel I am too young to spend the rest of my life in this library	80 (14.8%)	260 (48.1%)	1 (0.2%)	167 (30.9%)	33 (6.1%)	3.35	1.228	High
<b>Average score</b>							<b>3.61</b>		<b>High</b>
<b>Gender</b>									
4	My gender contributed to my commitment in this library	26 (4.8%)	175 (32.3%)	9 (1.7%)	328 (60.6%)	3 (0.6%)	2.80	1.052	Low
5	Gender equality enhances my wish of spending the rest of my career in this library	43 (7.9%)	93 (17.2%)	18 (3.3%)	305 (56.4%)	82 (15.2%)	2.86	1.153	Low
6	My gender enabled me to put in a great effort beyond that normally expected into this library	63 (11.6%)	118 (21.8%)	23 (4.3%)	270 (49.9%)	67 (12.4%)	3.08	1.262	High
<b>Average score</b>							<b>2.91</b>		<b>Low</b>
<b>Marital Status</b>									
7	My spouse will not allow me to work in any organisation apart from this library	26 (4.9%)	233 (43.6%)	19 (3.6%)	194 (36.3%)	63 (11.8%)	2.93	1.209	Low

8	My marriage will make me accept any job assignment in order to retain my membership of this library	21 (3.9%)	73 (13.5%)	2 (0.4%)	325 (60.3%)	118 (21.9%)	2.87	1.043	Low
9	My marriage makes me feel emotionally attached to this library	28 (5.2%)	69 (12.8%)	4 (0.7%)	300 (55.5%)	140 (25.9%)	3.16	1.104	High
	<b>Average score</b>						<b>2.42</b>		<b>Low</b>
	<b>Designation</b>								
10	My position in this library does not make me think of leaving this library soon	64 (11.8%)	211 (39.0%)	143 (26.4%)	3 (0.6%)	64 (11.8%)	3.29	1.101	High
11	I would be happy to spend the rest of my career with this library because of my designation	38 (7.0%)	199 (36.8%)	22 (4.1%)	279 (51.6%)	3 (0.6%)	2.67	1.170	Low
12	My designation make me easily not attached to other organisation like this library	29 (5.4%)	101 (18.7%)	27 (5.0%)	298 (55.1%)	85 (15.7%)	2.88	1.727	Low
	<b>Average score</b>						<b>2.95</b>		<b>Low</b>
	<b>Level of Education</b>								
13	The level of my education would make me accept any type of job assignment in order to retain my membership of this library	33 (6.1%)	153 (28.3%)	62 (11.5%)	232 (42.9%)	61 (11.3%)	2.75	1.161	Low
14	I believe that I have few job opportunity to consider due to my level of education	15 (2.8%)	189 (34.9%)	25 (4.6%)	297 (54.9%)	15 (2.8%)	2.80	1.040	Low
15	I am staying with this organisation because my professional ethics do not encourage jumping from one	19 (3.5%)	196 (36.2%)	187 (34.6%)	88 (16.3%)	50 (9.3%)	3.09	1.016	High

	organisation to another								
	<b>Average score</b>						<b>2.88</b>		<b>Low</b>
	<b>Years of experience</b>								
16	I am committed to this library because of the number of years I had spent here	20 (3.7%)	438 (81.0%)	13 (2.4%)	58 (10.7%)	11 (2.0%)	3.77	1.105	High
17	I am committed to this library because my years of experience will make it difficult for me to secure another job elsewhere	62 (12.3%)	250 (49.7%)	49 (9.7%)	96 (19.1%)	46 (9.1%)	3.37	1.189	High
18	I will consider my years of experience in leaving this library if opportunity arises	8 (1.5%)	260 (48.1%)	204 (37.7%)	22 (4.1%)	47 (8.7%)	3.30	0.918	High
	<b>Average score</b>						<b>3.48</b>		<b>High</b>
	<b>Aggregate Average Mean Score</b>						<b>3.04</b>		<b>High</b>

**Key:** VHE = Very High Extent, HE = High Extent, ME = Moderate Extent, LE = Low Extent, VLE = Very Low Extent, M = Mean, SD = Standard Deviation; AM = Average Mean Score

**Source:** Researcher's field work (2023)

## APPENDIX G

### Level of Organisational Support to Personnel in University Libraries

S/N	Statements	VHE	HE	ME	LE	VLE	M	STD.	Decision
<b>Well-being</b>									
1	I feel that my university care about my well-being.	19 (3.5%)	155 (28.7%)	48 (8.9%)	289 (53.4%)	30 (5.5%)	2.71	1.050	Low
2	Even if I did the least job possible, my university would notice and appreciate it for improvement.	15 (2.8%)	189 (34.9%)	25 (4.6%)	297 (54.9%)	15 (2.8%)	2.80	1.040	Low
3	My university is concern about my personal challenges	10 (1.8%)	164 (30.3%)	14 (2.6%)	300 (55.5)	53 (9.8%)	2.59	1.056	Low
<b>Average Mean Score</b>							<b>2.70</b>		<b>Low</b>
<b>Fair Treatment</b>									
4	My university provides equal opportunity to all staff that wants to go for further study.	15 (2.8%)	172 (31.8%)	46 (8.5%)	243 (44.9%)	65 (12%)	2.95	1.165	Low
5	Role assignment/staff posting do not favour some personnel than the others in this library.	33 (6.1%)	153 (28.3%)	62 (11.5%)	232 (42.9%)	61 (11.3%)	2.75	1.161	Low
6	Personnel in my library do not need to lobby to attend conference/seminar/ further study.	11 (2%)	21 (3.9%)	186 (34.4%)	295 (54.5%)	28 (5.2%)	2.43	0.741	Low
<b>Average Mean Score</b>							<b>2.71</b>		<b>Low</b>
<b>Job Environment</b>									
7	There are well furnished and conducive offices for staff in my library.	16 (3%)	135 (25%)	30 (5.6%)	273 (50.6%)	86 (15.9%)	2.49	1.117	Low

8	I enjoy 24/7 electricity in my library.	6 (1.1%)	118 (21.8%)	19 (3.5%)	343 (63.4%)	55 (10.2%)	2.40	0.947	Low
9	I always have access to internet in my library.	7 (1.3%)	185 (34.2%)	29 (5.4%)	201 (31.2%)	119 (22%)	2.56	1.205	Low
	<b>Average Mean Score</b>						<b>2.48</b>		<b>Low</b>
	<b>Organisational Policies</b>								
10	My university policies are worker's friendly.	8 (1.5%)	260 (48.1%)	204 (37.7%)	22 (4.1%)	47 (8.7%)	3.30	.918	High
11	My university policy makes provision for me to reach the peak of my career.	20 (3.7%)	438 (81.0%)	13 (2.4%)	58 (10.7%)	11 (2.0%)	3.77	1.105	High
12	My university policy provides equal opportunity in sponsoring staff for further study and attendance of conferences/workshops/seminars.	28 (5.2%)	172 (31.8%)	37 (6.8%)	263 (48.6%)	40 (7.4%)	2.79	1.125	Low
	<b>Average Mean Score</b>						<b>3.29</b>		<b>High</b>
	<b>Supervisor Support</b>								
13	My supervisor takes pride in and recognises my accomplishments at work.	38 (7.0%)	182 (33.6%)	96 (17.7%)	134 (24.8%)	90 (16.7%)	2.90	1.235	Low
14	My supervisor likes to recommend me for training opportunity.	19 (3.5%)	196 (36.2%)	187 (34.6%)	88 (16.3%)	50 (9.3%)	3.09	1.016	High
15	My supervisor would support any opportunity that can enhance my career development.	62 (12.3%)	250 (49.7%)	49 (9.7%)	96 (19.1%)	46 (9.1%)	3.37	1.189	High
	<b>Average Mean Score</b>						<b>3.12</b>		<b>High</b>
	<b>Aggregate Average Mean Score</b>						<b>2.86</b>		<b>Low</b>

**Key: VHE = Very High Extent, HE = High Extent, ME = Moderate Extent, LE = Low Extent, VLE = Very Low Extent, M = Mean, SD = Standard Deviation; AM = Average Mean Score**

**Source: Researcher's field work (2023)**

## APPENDIX H

### Level of Job Satisfaction of Personnel in University Libraries

S/N	Statements	VHL	HL	ML	LL	VLL	M	SD	Decision
<b>Nature of Work</b>									
1	I am satisfied with my job duties	156 (28.8%)	308 (56.9%)	19 (3.5%)	58 (10.7%)	0 (0%)	4.04	0.867	High
2	I am satisfied with my job schedule that allows me to attend to other personal activities	62 (11.5%)	337 (62.3%)	28 (5.2%)	111 (20.5%)	2 (0.4%)	3.70	1.577	High
	<b>Average Mean Score</b>						<b>3.87</b>		<b>High</b>
<b>Career Advancement</b>									
3	The supports to attend conferences/seminars by my university is satisfactory	48 (8.9%)	208 (38.4%)	34 (6.3%)	224 (41.4%)	27 (5.0%)	3.05	1.163	High
4	My university always sponsors the training I need to develop my skills	23 (4.3%)	90 (16.6%)	8 (1.5%)	344 (63.6%)	76 (14.0%)	2.33	1.046	Low
	<b>Average Mean Score</b>						<b>2.69</b>		<b>Low</b>
<b>Recognition</b>									
5	The way my university appreciates my creativity at work is satisfactory	38 (7.0%)	199 (36.8%)	22 (4.1%)	279 (51.6%)	3 (0.6%)	2.98	1.090	Low
6	I am satisfied with the recognition received on my contribution to university <u>success</u>	26 (4.8%)	175 (32.3%)	9 (1.7%)	328 (60.6%)	3 (0.6%)	2.80	1.052	Low

	<b>Average Mean Score</b>						<b>2.89</b>		<b>Low</b>
	<b>Promotion Opportunities</b>								
7	The way my promotion comes as at due is satisfactory	74 (13.7%)	262 (48.4%)	31 (5.7%)	98 (18.1%)	74 (13.7%)	3.30	1.295	High
8	I am satisfied with the criteria for promotion in my library	27 (5.0%)	311 (57.5%)	5 (0.9%)	188 (34.8%)	10 (1.8%)	3.29	1.055	High
	<b>Average Mean Score</b>						<b>3.30</b>		<b>High</b>
	<b>Working Conditions</b>								
9	My work environment is very conducive	43 (7.9%)	93 (17.2%)	18 (3.3%)	305 (56.4%)	82 (15.2%)	2.46	1.153	Low
10	I am satisfied with the provision of resources that make my work effective	63 (11.6%)	118 (21.8%)	23 (4.3%)	270 (49.9%)	67 (12.4%)	2.70	1.262	Low
	<b>Average Mean Score</b>						<b>2.58</b>		<b>Low</b>
	<b>Remuneration</b>								
11	The way my salary is being paid as at due is satisfactory	80 (14.8%)	260 (48.1%)	1 (0.2%)	167 (30.9%)	33 (6.1%)	3.35	1.228	High
12	My salary is adequate with my job in this library	22 (4.1%)	124 (22.9%)	10 (1.8%)	354 (65.4%)	31 (5.7%)	2.54	1.033	Low
	<b>Average Mean Score</b>						<b>2.95</b>		<b>Low</b>
	<b>Supervision</b>								
13	My supervisor is fair and supportive	50 (9.3%)	281 (52.3%)	13 (2.4%)	146 (27.2%)	47 (8.8%)	3.26	1.205	High



14	I am satisfied with the leadership style in my library	62 (11.5%)	221 (40.9%)	19 (3.5%)	139 (25.7%)	100 (18.5%)	3.01	1.366
<b>Average Mean Score</b>							<b>3.14</b>	
<b>Communication Flow</b>								
15	I receive the information needed to do my job effectively	39 (7.2%)	278 (51.4%)	22 (4.1%)	151 (27.9%)	48 (8.9%)	3.37	2.511
16	I am satisfied with the channels of communication in my library	133 (24.6%)	215 (39.7%)	18 (3.3%)	155 (28.7%)	20 (3.7%)	3.53	1.240
<b>Average Mean Score</b>							<b>3.45</b>	
<b>Aggregate Average Mean Score</b>								
<b>3.12</b>								
<b>High</b>								

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**Key:** VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level, M = Mean, SD = Standard Deviation

**Source:** Researcher's field work (2023)