UNIJERPS
Unizik Journal of Educational Research and Policy Studies VOL.16 (5);
https://unijerps.org
2023 Impact Factor:* 6.834;** 2022 ***Impact Factor*:** 5.156; ***2021 Impact Factor: 5.641; 2020 Impact Factor: 5.355.
Indexing and Impact Factor URL: http://sjifactor.com/passport.php?id=21363
July-December, 2023

ACADEMIC LIBRARIES COMMITMENT TO STAFF AS A CORRELATE ON JOB SATISFACTION: A CASE OF UNIVERSITY LIBRARIES IN DELTA STATE, NIGERIA

Prof. Ifeka, Okeke
Dept. of Library and Information Science
Nnamdi Azikiwe University, Awka
&
Martin Oniovoghai Atamu *CLN*
Dennis Osadebay University Library
martin.emezaiwakpor@dou.edu.ng
ORCID ID: 0009-0000-5509-986X

ABSTRACT

The study investigated the variables of academic libraries commitment to staff and correlate it with job satisfaction. The study was guided with three research purposes, three research questions and two research hypothesis. Related literatures was reviewed under the conceptual framework of affective commitment, continuance commitment and normative commitment. The study adopted correlation research design, with a population of 317 respondents drawn from the area of study which was Delta State, Nigeria. The researcher used Likert scale questionnaire which was validated by three experts. The study adopted the Pearson Product Moment Correlation to analyze the research question and test the hypothesis and the findings of the study showed that there is significant relationship between organizational commitment and job satisfaction of staff of academic libraries in Delta State. Based on the findings of the study, it is recommended that academic libraries management in Delta State should continue to promote and sustain the activities that will strengthen organizational commitment that will promote job satisfaction.

Keywords: Academic library, library staff, commitment and job satisfaction.

Introduction

Academic libraries are libraries established in universities, polytechnics, colleges of education and other tertiary institutions. They are established to provide or serve the information, education and research needs of their parent institutions. They are usually manned by professionals known as librarians who always work in concert with other librarians, para-professionals and other support staff in the libraries to provide services. Mbagwu and Iroeze (2021) defines academic libraries as libraries attached to tertiary institutions such as universities, polytechnics, colleges (education, technical and agriculture) and also research institutes. The authors posited that this type of library are usually at the forefront of providing services to their respective communities which comprise of students, lecturers and researchers in order to support teaching, learning and research

needs. According to Ogunniyi and Akerele (2018) functions of academic libraries include; provide information materials, provide research information, provide protection and security of library materials, provide instruction, and provide resources for recreation and personal self- development of users.

Human resources are the set of people who make up the workforce of an organization, business sector, industry, or economy. A narrower concept is human capital, the knowledge and skills which the individuals command. Similar terms include manpower, labor, personnel, and associates or simply: people. According to Ikokoh, Osinulu and Tonukari (2021), human resource is the most important asset of any organization, and the efficient management of this resource is critical to meeting the goals of the organization. Human resources are employees that are engaged to provide certain services, role or task for an organization. Human resources are the human factors that drive the organization to carry out its task towards meeting its mandate. In relation to the library, human resources are the library staffs that are charged with the responsibility of meeting the goals and mandate of the library.

The commitment of staff in academic libraries refers to the level of dedication, loyalty, and engagement exhibited by library staff members towards their work, the mission of the library, and the users they serve. Committed staff are motivated, proactive, and willing to go the extra mile to provide quality services, support research and teaching activities, and contribute to the overall success of the library. Commitment entails emotional and physical attachment to a task, job or responsibility to meet target or set goals of the organization or institution. Organizational commitment according to Robbins and Judge (2011) is the degree to which an employee identifies with a particular organization and its goals, and wishing to maintain membership in the organization. Commitment is seen as a resolve to ensure success of a given task or agenda when used in relation to organizations. Commitment entails willingness and effort to see to the success of an organization through devotion to duty and obedience to established rules and regulations of an organization, Mowday, Steers and Porter, cited in Jandaghi, Mokhles and Bahrami (2011) defined organizational commitment as the relative degree of an individual's identity in an organization and his/her contribution.

Statement of problem

The extent to which academic libraries can provide services to users solely depends on the availability of committed staff and a favourable work condition. The academic libraries commitment available makes and exerts great influence on behaviors of personnel towards the organization, and thus dictates the degree of commitment of the personnel to their duties. Poor commitment may be as a result of the academic library staff not satisfied with the work condition provided them in the academic libraries.

The academic libraries commitment variables, goes to a large extent to affect the academic library staff job satisfaction and this may lead to waste of time, redundancy and lateness to work which will affect the

productivity of the academic library in meeting her mandate. The aftermath effect of this is that, if the staffs are not satisfied with their work, they will not be productive and this will affect their service delivery to the users of the library. The deficiency created by this lacuna spurred the researcher to empirically investigate the academic libraries commitment to staff as a correlate on job satisfaction: A case of Delta State, Nigeria.

Purpose of the Study

The purpose of the study is to investigate the academic libraries commitment to staff as a correlate on job satisfaction: A case of Delta State, Nigeria. Specifically the study will use the Mayer and Allen's Model of organizational commitment Theory – 1984, to address the academic libraries commitment; which are:

1. The affective commitment of staff of the academic libraries in Delta State
2. The continuance commitment of staff of the academic libraries in Delta State
3. The normative commitment of staff of the academic libraries in Delta State

Review of related literature

Commitment is seen as a resolve to ensure success of a given task or agenda when used in relation to organizations. Commitment entails willingness and effort to see to the success of an organization through devotion to duty and obedience to established rules and regulations of an organization. Commitment refers to a psychological state or attitude characterized by a person's dedication, loyalty, and involvement in a particular course of action or relationship. It involves a sense of responsibility and obligation towards fulfilling obligations or maintaining a strong connection with someone or something. It can manifest in various contexts, such as personal relationships, work, organizations, goals, and values. It reflects a willingness to invest time, effort, and resources, and it often implies a long-term perspective and perseverance despite challenges or obstacles. In the context of personal relationships, commitment typically involves a deep emotional attachment, mutual support, and a desire to sustain the relationship. In the workplace, commitment may refer to an individual's loyalty, engagement, and dedication to their job or organization.

Commitment can also be viewed as a multi-dimensional construct. For example, researchers have identified different forms of commitment in the organizational context, including affective commitment (emotional attachment to the organization), continuance commitment (based on perceived costs of leaving), and normative commitment (based on a sense of obligation or moral duty). Overall, commitment reflects a strong sense of dedication, responsibility, and persistence towards a particular course of action, relationship, or objective.

Affective commitment refers to the emotional attachment, identification, and involvement that individuals have with their organization. It is a concept commonly studied in the field of organizational behavior and represents an individual's psychological attachment to their job and the organization they work for. It is characterized by a strong sense of loyalty, dedication, and a willingness to exert effort and make sacrifices for the organization's goals and

objectives. Individuals with high levels of affective commitment often experience positive emotions and satisfaction from their work, feel a sense of belonging and pride in their organization, and develop strong emotional bonds with their colleagues in the organization.

Continuance commitment is a psychological concept that refers to an individual's commitment to remain in an organization based on perceived costs associated with leaving. It is one of the three components of organizational commitment, alongside affective commitment, which suggests that individuals stay with an organization because they believe the benefits of staying outweigh the potential costs of leaving. In the study Meyer and Allen (1991). They proposed the Three-Component Model of Commitment, which includes continuance commitment as a significant component. According to this model, continuance commitment is influenced by factors such as job alternatives, investment in the organization, and the perceived costs of leaving. In the workplace context, continuance commitment has been found to affect various outcomes, including turnover intentions, job satisfaction, and job performance. For example, research conducted by Holtom, Mitchell, Lee, and Eberly (2008) demonstrated that continuance commitment was negatively related to turnover intentions, suggesting that individuals with higher levels of continuance commitment are less likely to consider leaving their organization.

Normative commitment refers to an individual's sense of obligation or moral duty to remain with an organization. It is one of the three dimensions of organizational commitment, along with affective commitment and continuance commitment. Normative commitment is characterized by a perceived moral obligation to stay with the organization due to a sense of loyalty, indebtedness, or responsibility. Employees with high levels of normative commitment are motivated to stay with the organization because they believe it is the right thing to do, even if they do not feel a strong emotional attachment or have limited alternative job opportunities. They may feel a sense of duty towards their colleagues, the organization's values, or the social impact of their work. This commitment has been found to have positive implications for employee behavior, including increased job performance, organizational citizenship behavior, and reduced turnover intentions.

Monday, Steers and Porter, cited in Jandaghi, Mokhles and Bahrami (2011) defined organizational commitment as the relative degree of an individual’s identity in an organization and his/her contribution. Newston and Davies as cited in Ajie and Omotunde (2015) posit that organizational commitment is the degree to which an employee identifies with an organization and want to continue actively participating in it. Herscoritch and Merger as cited in Agyare, Yuhni, Mensah and Aidoo (2016) posited that organizational commitment reflect how devoted an employee is to his organization and which usually comes about if he feels that he can identify with the values and objectives of the organization.

The management practices and leadership within academic libraries play a crucial role in fostering staff commitment.

Effective library management involves creating a positive work environment, providing professional development opportunities, fostering a sense of belonging and teamwork, recognizing staff achievements, and aligning organizational goals with staff interests and aspirations. When these management practices are implemented successfully, they can enhance staff commitment, satisfaction, and overall performance.

Lumley, Coetzee, Tladinyane and Ferreira, (2011), in their study on "Exploring the Job Satisfaction and Organizational Commitment of Employees in Information Technology Environment", stated that there is a significant relationship between job satisfaction and affective and normative commitment variables, as the respondents were satisfied with pay, fringe benefits, promotion (advancement), supervision, contingent rewards, nature of work, communication and relationship with co-workers, and seem to feel more emotionally attached to and involved with their respective organizations.

Bashir and Gani, (2020), in a study titled "Correlates of Organisational Commitment among University Teachers in India: An Empirical Investigation." They stated that, the majority of teachers possess continuance commitment, as they weigh the costs and risks associated with leaving the university and when given better alternatives, they may leave their institutions. According to Rhodes, Eisenberger and Armeli (2001), in their study title affective commitment to the organization: The contribution of perceived organizational support, stated that, the mediation effect of perception of organizational support was analyzed between the relationship of intrinsic & extrinsic rewards and employee attitudes like organizational commitment and job satisfaction, that the study revealed that employees felt positively about intrinsic and extrinsic rewards.

Research Questions

1. What are the affective commitment of staff of the academic libraries in Delta State?
2. What are the continuance commitment of staff of the academic libraries in Delta State?
3. What are the normative commitment of staff of the academic libraries in Delta State?

Research hypotheses

Ho1: There is no significant relationship between affective commitment and job satisfaction of staff of academic libraries in Delta State.

Ho2: There is no significant relationship between continuance commitment and job satisfaction of staff of academic libraries in Delta State.

Research Method

The study adopted a survey research design, using a structured questionnaire as an instrument for data collection. The population of this study is 317 and it comprised of the librarians and library officers of all the academic libraries under study. Out of the 317 of the instruments distributed 276 were returned representing a response rate of 73%. The data collected were analyzed using Pearson Product-Moment

Correlation, computed through Statistical Package for Social Science (SPSS V22). The Hypothesis were tested at 0>05 level of significance. Calculated probability value (P) will be compared with the stipulated level of significance (alpha level α) so that where the P value was less than the stipulated level of significance (0.05), the null hypothesis will be rejected but where the P value was greater than or equal to the stipulated level of significance, the null hypothesis will be accepted.

Presentation of Results

Research Question 1: What is the relationship between affective commitment and job satisfaction of staff of academic libraries in Delta State?

The analysis of data relating to research question eight is presented as follows:

Table 1: Pearson correlation between affective commitment and job satisfaction of staff of academic libraries in Delta State

		Job Satisfaction	Affective Commitment	Remarks
Job Satisfaction	Pearson Correlation	1	0.967***	**Very strong positive significant relationship**
	Sig. (2-tailed)		0.000***	
	N	276	276	
**Correlation is significant at the 0.01 level (2-tailed)				

The data computed in Table 1 shows that the direction of the relationship between affective commitment of staff of the academic libraries in Delta State is positive (r=0.996). The variables are positively correlated, the variables tends to increase together (i.e., the greater the affective commitment of staff of the academic libraries in Delta State associate with, the greater the job satisfaction of staff of the academic libraries. The magnitude or strength of the association is very strong and the variables have a statistically significant relation.

Research Question 2: What is the relationship between continuance commitment and job satisfaction of staff of academic libraries in Delta State?

The analysis of data relating to research question nine is presented as follows:

Table 2: Pearson correlation between continuance commitment and job satisfaction of staff of academic libraries in Delta State

		Job Satisfaction	Continuance Commitment	Remarks
Job Satisfaction	Pearson Correlation	1	0.996***	**Very strong positive significant relationship**
	Sig. (2-tailed)		0.000***	
	N	276	276	
**Correlation is significant at the 0.01 level (2-tailed)				

The data presented in Table 2 further shows that the direction of the relationship between continuance commitment and the job satisfaction is positive (r=0.996). The

variables are positively correlated, the variables tends to increase together (i.e., increase in the continuance commitment is strongly associated with increase in the job satisfaction of staff of the academic libraries in Delta State). The strength of the association is very strong and the variables have a statistically significant relation.

Research Question 3: What is the relationship between normative commitment and job satisfaction of staff of academic libraries in Delta State?
The analysis of data relating to research question ten is presented as follows:

Table 3: Pearson correlation between normative commitment and job satisfaction of staff of academic libraries in Delta State.

		Job Satisfaction	Normative Commitment	Remarks
Job Satisfaction	Pearson Correlation	1	0.991***	**Very strong positive significant relationship**
	Sig. (2-tailed)		0.000***	
	N	276	276***	
**Correlation is significant at the 0.01 level (2-tailed)				

The data presented in Table 3 shows that the direction of the relationship between normative commitment of staff of the academic libraries in Delta State towards job satisfaction is positive (r=0.991). The variables are positively correlated, the variables tends to increase simultaneously (i.e., changes in positive increase in normative commitment is associated with positive increase in job satisfaction). The strength of the association is very strong and the variables have a statistically significant relation.

Test of Hypotheses

1. Ho1: There is no significant relationship between salary/wages and job satisfaction of staff of the academic libraries in Delta State.

Table 4: Significance of relationship between salary/wages and job satisfaction of staff of the academic libraries in Delta State

		Job Satisfaction	Salary/wages	Remarks
Job Satisfaction	Pearson Correlation	1	0.993***	**Very High relationship**
	P- Value		0.000***	**Significant H_o Rejected**
	N	276	276	
**Correlation is significant at the 0.01 level (2-tailed)				

Hypothesis 4 was analysed with the data computed in Table 12. It shows that a statistically significant relationship **(P-Value = 0.00)** exist between salary/wages and job satisfaction of staff of the academic libraries in Delta State. Since **α = 0.01** and **P-Value =**

0.00, P-Value < 0.01, P-Value is less than **α** level, therefore, the null hypothesis was rejected.

Hypothesis 2: There is no significant relationship between training and job satisfaction of staff of the academic libraries in Delta State.

Test of Hypothesis 2 is presented in Table below.

Table 5: Significance of relationship between training and job satisfaction of staff of the academic libraries in Delta State.

		Job Satisfaction	Training	Remarks	
Job Satisfaction	Pearson Correlation	1	0.993***	**Very High relationship**	
	P- Value		0.000***	**Significant Rejected**	**H_0**
	N	276	276		

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

Hypothesis 5 was analysed with the data presented in Table 13. It shows that a statistically significant relationship **(P-Value = 0.00)** exist between training and job satisfaction of staff of the academic libraries in Delta State. Since **α = 0.01** and **P-Value = 0.00, P-Value < 0.01,** P-Value is less than **α** level, therefore, the null hypothesis was rejected.

Discussion of Findings

There is a positive relationship between affective commitment and job satisfaction of staff of the academic libraries in Delta State. The null hypothesis (*Ho*8) which state that there is no significant relationship between affective commitment and job satisfaction was rejected. Findings from the study revealed that the academic library staff showed high positive relationship between affective commitment and job satisfaction in the academic libraries of Delta State, Nigeria. The data computed shows that the direction of the relationship between affective commitment and job satisfaction of staff of the academic libraries in Delta State is positive (r=0.996).

Library staff from study area revealed that, they would be very happy to spend the rest of their career with the organization, they feel the organization problem is part of their personal problem, the organization's challenges seems to be of great importance to them, their level of emotional attachment to the organization is very high.

Findings from the Continuance commitment relationship with job satisfaction shows that there is positive relationship that exist between continuance commitment and job satisfaction of staff of the academic libraries in Delta State. The null hypothesis (*Ho*2) which stated that there is no significant relationship between continuance commitment and job satisfaction of staff of the academic libraries in Delta State was rejected. The Pearson product moment correlation analysis conducted shows that there is significant correlation between

continuance commitment and job satisfaction of staff of the academic libraries in Delta State. This assertion was supported by Bashir and Gani, (2020), in their study titled "Correlates of Organisational Commitment among University Teachers in India: An Empirical Investigation," where they reveals that the teachers and the universities management are engaged in give and take relationship.

Findings from the normative commitment shows that reveals that there is a positive relationship existing between normative commitment and job satisfaction of staff of the academic libraries in Delta State. The null hypothesis (*Ho3*) which stated that there is no significant relationship between normative commitment and job satisfaction of staff of the academic libraries in Delta State was rejected. The statistical analysis conducted shows that there is significant correlation between normative commitment and job satisfaction of staff of the academic libraries in Delta State. This assertion was support by Ekere, (2010), in a study titled "Motivational factors as correlates of librarians' job satisfaction in University Libraries in Nigeria". The study which aimed at determining the relationship between motivational factors and librarians' job satisfaction in universities in Nigeria, revealed that, there is strong positive relationships between motivational factors: achievement, recognition, responsibility, advancement (normative variables) and job satisfaction of library staff.

Conclusion

Staff of academic libraries in the area under investigation have shown that organizational commitment have affiliation with job satisfaction and this was statistically proved through the various variables postulated in the course of ascertaining the relationships between these independent and dependent variables. All these variables when correlated with job satisfaction proved beyond doubt that, there is strong positive relationships.

References

Ajie, I.A. and Omotunde, O. (2015). Job satisfaction and organizational commitment among library personnel in selected libraries in Ogun State, Nigeria. *Journal of Information and Knowledge Management* 5(10). Accessed on 20th June, 2019. Available at: http://www.iiste.org.

Bashir B and Gani, A (2020) Correlates of Organisational Commitment Among University Teachers in India: An Empirical Investigation Asia-Pacific Journal of Management Research and Innovation.16 (1) 7–20, DOI: 10.1177/2319510X19872632

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *Academy of Management Annals*, 2(1), 231-274

Ikokoh, C.E., Osinulu, I. and Tonukari, K.P (2021) Human Resource Management Practices in Academic Libraries: Issues and Challenges. *Jewel Journal of Librarianship*, 16(3); p.164-176

Jandaghi, G., Mokhles, A. & Bahrami, H. (2011). The impact of job-security on employees' commitment and job

satisfaction in Qom municipalities. *African Journal of Business Management*, 5(16). Accessed on 15th March, 2019 from https://www.researchgate.net.

Lumley, E. J., Coetzee, M., Tladinyane and Ferreira, N. (2011).Exploring the Job Satisfaction and Organisational Commitment of Employees in the Information Technology Environment. *Southern Africa Business Review*, 15(1): 100 – 118.

Mbagwu, F. C. and Iroeze, P.C. (2021). Catching Up with Innovation and Trends in University Library Services in Nigeria: an Analytical Study of University Library Websites in Nigeria. *Library Philosophy and Practice (e-journal)*. 7093. Available at: https://digitalcommons.unl.edu/libphilprac/7093

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.

Ogunniyi, S.O and Akerele, J.A. (2018). *Fundamentals of modern librarianship.* Akure. Bosem Publishers.

Rhoades, L., Eisenberger, R. and Armeli, S. (2001) Affective Commitment to the Organization: The Contribution of Perceived Organizational Support. *Journal of Applied Psychology*, 86, 825-836. Available at: www.http://dx.doi.org/10.1037/0021-9010.86.5.825

Robbins, P.S. and Judge, A.T. (2011). *Organizational behaviour*. 14th edition. New Jersey: Prentice Hall.