

Organizational Commitment of Library Personnel in Selected Academic Libraries in Ogun State, Nigeria

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ABSTRACT

Organisational commitment is the degree to which a worker recognizes the organisation as meeting his or her expectation thereby influencing his or her desires to remain in the organisation. This paper investigated the organisational commitment of library personnel in selected academic libraries in Ogun State, Nigeria. The descriptive research design was adopted for this study. Multistage sampling technique which involved both stratified and purposive sampling techniques was used to select the tertiary institutions for the study while total enumeration technique was used to determine the population of the study. The population of the study comprised 222 library personnel from six tertiary institutions namely: Federal University of Agriculture, Abeokuta, Olabisi Onabanjo University, Ago Iwoye, Federal Polytechnic, Ilaro, Moshood Abiola Polytechnic Abeokuta, Federal College of Education, Osiele, Abeokuta and Tai Solarin College of Education, Omu-Ijebu. A questionnaire was used as data collection instrument. Findings showed that the working environment of library personnel in the study area was good and their promotion was regular. More so, the factors that influence organisational commitment such as cordial relationship in the work place, annual leave and promotion as and when due and good condition of service were high. Conducive environments, career advancement, recognition among the colleague, future prospect were the most factors that promote organisational commitment among library personnel. The challenges facing library personnel in selected academic libraries included inability to employ experts in the area of need, train and retrain personnel on what are expected of them in their job tasks and lack of adequate level of autonomy in discharging duties. The conclusion was drawn based on the findings of the study while recommendations were also proffered.

KEYWORDS

- Organisational commitment
- Library personnel
- Academic libraries

Introduction

Organisational commitment is a complementary concept of job satisfaction in human resources management which has gained considerable attention as attempts have been made to better understand the intensity and stability of an employee's dedication to the organisation (Lumley *et al.*, 2011). Like job satisfaction, organisational commitment has been variously conceptualised in scholarly literature. According to Strojancic, Djokic and Djokic (2013), organisational commitment has to do with the employee's emotional attachment to, identification with, and involvement in the organisation.

It is the degree to which a worker recognises the organisation as meeting his or her expectation thereby influencing his or her desires to remain in the organisation. In other words, it relates to the employee's belief in the goals and mission of the organisation and the willingness to stay on the job. Organisational commitment is therefore concerned with the measure of strength of the employee by his identification with the goals and values of the working place.

Abdullah (2012) noted that organisational commitment can be categorized by three factors which are strong conviction in and receipt of organisation's goals, the readiness to exert major attempt on behalf of the organisation, and a strong commitment to maintaining membership in the organisation. Gomes de Jesus and Okazaki Rowe (2015) stated that organisational commitment focuses on determination toward the achievement of organisational goals and values and they also described job satisfaction as the specific environment where workers perform their duties.

Consequently, there are three broad components of organisational commitment as proposed by Meyer and Allen (2017). They are affective commitment, continuance commitment and normative commitment. Affective commitment refers to one's feelings of loyalty to an organisation because of one's belief in the organisation (Khan, 2013). It is the most common type studied and refers to workers' emotional attachment to and identification with the organisation. Meyer and Allen (2017) further stated that loyalty plays a significant role in achieving organisational goals particularly among employees. This implies that it is the loyalty of library personnel that will determine if the library will be able to achieve the objective or not. Affective commitment can enhance job satisfaction for different reasons. Workers agree with the organisation's objective and principle, workers feel they are treated fairly in terms of equity and because workers receive organisational care, concern and support. Khan (2013) stated that this type of commitment is typically the result of a supportive work environment where individuals are treated fairly and the value of individual contributions embraced.

Continuance commitment refers to a worker's feeling that he or she has to stay with the company because the cost of leaving is too expensive (Adekola, 2012). This is manifested by one who maintains that he or she is unable to match his salary or benefits with other workers. Continuance commitment involves staying with the organisation because you have to, for example, workers that have already spent many years in a company, building up years of leave and workers' benefits such as pension and gratuity. Hence, security and pension loss would not be beneficial for these workers to leave, so, workers stay because they have loyalty to the company.

Altinoz (2012) stated that normative commitment involves staying with the organisation because you ought to. For instance, workers may have a sense of obligation to remain or stay with their

organisation during its time of need even if it is no longer advantageous to do so. They may be afraid of potential disappointment that may come up after their exit.

Library personnel is the bedrock of the academic libraries, based on this they need to be satisfied about their jobs in order to improve their organisational commitment. Owolabi and Salaam (2011) argued that, job satisfaction or dissatisfaction can be a strong indicator of how library personnel feel about their jobs and may serve as a major predictor of work-related behaviours such as organisational citizenship behaviour, loyalty to the organisation, absenteeism and turnover. In addition, it can help the academic libraries to retain their competent and experienced professionals, lower the rates of absenteeism and turnover as well as attracting new competent staff to their organisations and meeting national demands. Cohen (1993) asserted that lack of commitment on the part of employees can lead employees to engagement in various negative behaviours such as absenteeism, turnover and reduced expenditure and job dissatisfaction. Moorman, Niehoff and Organ (2013) stated that it is logical that organisation with committed workforce will be better positioned to meet the challenges posed by a dynamic labour market.

Organisational commitment is a key to employees' productivity and quality information services delivery in academic libraries. Adekola (2012) and Shaju (2012) have long held the view that organisational goal of high productivity and quality service delivery in university in Nigeria is unachievable without enduring commitment of qualified employees.

However, findings from recent studies show that job satisfaction of library personnel in academic libraries appears to be low. Onwubiko (2014) revealed that (91.69%) had a low level organisational commitment which may be as a result of poor reward, inadequate training and poor working condition. Thus, this study investigated organisational commitment of library personnel in selected academic libraries in Ogun State, Nigeria.

Objectives of the study

The main objective of this research was to examine the organisational commitment of library personnel of selected academic libraries in Ogun State. Specific objectives were to:

- i. assess the organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria;
- ii. identify the factors that influence the organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria;
- iii. ascertain the factors that promote organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria;
- iv. identify the challenges facing library personnel of selected academic libraries on their commitment to their organisations.

Literature Review

Affective commitment is considered as employee's emotional attachment to an organisation. This is a situation where by the individual strongly recognises the objective of organisation and wishes to stay as the member of the organisation (Malik, 2010). Danish (2010) argued that a library personnel that is committed to the organisation will have a well-built aspiration to remain with the organisation. Library personnel who have strong emotional commitment will remain happier in

the organisation because they want to continue with their jobs. Library personnel who have apparently higher affective commitment will show high expectancy rate to continue in their respective organisations. Nwokolo (2017) showed that there is a relationship between job satisfaction and affective commitment. Grant (2008) stated that when employees are pleased and have good relations with their senior colleague then they will develop high levels of affective commitment.

Aydogdu and Asigil (2011) in their research findings on the library personnel working in the organisation or library establishments showed that a significant relationship existed between job satisfaction and affective commitment of library personnel at Oka University, Institute of Social Sciences Istanbul, Turkey. Adekola (2012) stated that the employee should focus on their jobs since professional employee who focus on their jobs will have a concrete input in their organisations. Library personnel who have solid affective duties will possibly stay contented in the library. The organisation could encourage their library personnel by concentrating upon the three components of mental approval: which means, skill, self-determination and effect. The author further argued that affective commitment is a strong faith in the acceptance of the organisational goals and values, a readiness to use significant effort on behalf of the organisation and a strong wish to maintain membership in the organisation and thus, concluded that affective commitment is based on individual's values.

Based on the Allen and Meyer (2017) theoretical review, it can be concluded that library personnel who have high affective commitment will recognize himself or herself with the library goals, mission, and vision and wishes to be a part of the system. Adekola (2012) advised that employee with high affective commitment will deliver their best performance which finally will result in high productivity. Uludag, Khan, and Guden (2011) reported the effect of job satisfaction and affective commitment on turnover intentions revealed that job satisfaction is positively related to affective commitment organisational citizenship behaviour and negatively related to turnover intentions.

The relationship between job satisfaction and continuance commitment had been noted by various scholars among them was Rafiei (2014) who stated that one of the dimensions of organisational commitment according to Meyer and Allen theory (2017) of continuance commitment which is based on the theory of investments. Dixit and Bhati (2012) stated that continuance commitment is grounded on the number of investments the individual makes in their current institutions and the absence of job opportunities. Folorunso, Adewale and Abodunde (2014) stated that continuance commitment is grounded on the benefits that the librarian has made in an institution. Yamoah, (2013) stated that library personnel tend to keep working in one institution due to financial and non-financial implications and benefits. Financial implication can be pensions and non-financial implication such as good relationship with fellow library personnel.

Dixit and Bhati (2012) acknowledged that when employees are mindful of the benefits of being in an organisation, the employee are continually committed. Nawas (2016) opined that continuance commitment indicates that the employee should be aware of the actual costs of leaving the organisation. Ideally, library personnel with low continuance commitment to the library will work hard to make sure that the institutions goals and objectives are achieved. Based on this, library personnel must see themselves as an important part of the organisation.

Adekola (2012) stated that employee in higher education institution in Nigeria became more involved in achieving the organisational missions and visions by improving their job performance. Folorunso *et al* (2014) noted that continuance commitment plays a crucial role in improving the performance of employee. Continuance commitment is associated with remaining with or quitting library. If library personnel realized that the cost of leaving is greater than the advantages of remaining within an organisation, then the concerned library personnel will plan to remain rather than quit the institution. According to Khan (2013), continuance commitment is the main advantage enjoyed by librarians in Kenya.

Continuance commitment is based on apparent advantages and disadvantages. Tutei (2017) opined that there is a need for the employee to consider the merits and demerits of leaving the organisation. The benefits of remaining and the losses of quitting working in the institution. Masood, Nassem and Khan (2016) noted that library personnel with high level of continuance commitment will stay in the libraries on his or her job in the library. In addition, there is a dual association between institution and library personnel and this relationship is continuance commitment. Daneshfard and Ekvaniyan (2012) investigated library personnel's commitment and its impact on sustained productivity in Indian library. He concluded that continuance commitment positively influences the productivity of library personnel in Indian Universities. Folorunso, *et al.* (2014) revealed that continuance commitment was negatively related to work performance which implies that the connection between continuance commitment and performance is uncertain among employee in Oyo state Nigeria. Aydogdu and Asigil (2011) established that there is a significant and positive relationship between job satisfaction and continuance commitment of employee at Oka University and Institute of Social Sciences Istanbul, Turkey. Ahmad and Oranya (2010) research outcome showed that there is no significant relationship between job satisfaction and continuance commitment of library personnel in Nigeria.

Tat and Rasli (2012) study on job satisfaction and commitment in a Malaysian Public University Library, aimed at examining the relationship between job satisfaction and continuance commitment. The research outcome showed that there is no significant correlation between job satisfaction and continuance commitment of library personnel in Malaysia. The findings of the study indicate a significant weak relationship between job design continuance commitment; no significant relationship between salary and welfare and continuance commitment and no significant relationship between management style and continuance commitment of library personnel.

The relationship between job satisfaction and normative commitment had also been noted by various scholars, among them is Adekola (2012) who stated that normative commitment is the point at which the employee feels the need to stay with the organisation taking into accounts a feeling of obligation, reliability or good commitment. Normative commitment comes with an unusual state of normative job sense that they should continue with the organisation. Adekola (2012) study on the relationship between normative commitment and job satisfaction of employee in Olabisi Onabanjo University Ago Iwoye Ogun state Nigeria. The research outcome showed that there is a significant relationship between job satisfaction and normative commitment. In the same vein, Dirani and Kuchinke (2011) study on the relationship between normative commitment and job satisfaction of employee in Turkey and produced results indicating a strong correlation between job satisfaction and normative commitment and that satisfaction was a reliable predictor of commitment of employee. Gunlu, Ebru and Aksarayli (2010) research on job satisfaction and

normative commitment of employee in Turkey. The findings indicated that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment of library personnel. This implies that a library personnel who is pleased with his job would perform his duties well and be committed to his job and subsequently to his committed organisation. Paula (2015) investigated the relationship between two variables job satisfaction and normative commitment, identifying common points between the constructs and the relationship with performance measured through self-assessments of work performance in Nigeria.

Normative commitment is a feeling of ethical responsibility to continue with the organisation. The library personnel remain with an organisation as a result of his sense of obligation. Obligation commitment is the consequence of library personnel's sense of obligation to be and remain as a member of a library (Saifuddin, Nawaz and Jan, 2012). The decision to quit or continue is based upon the individual faith and his ethical orientation for the betterment of the organisation. If an individual library personnel feels that he or she should be faithful to his or her library he or she should continue as part of the particular library (Saifuddin, *et al.*, 2012).

Meanwhile, there are many challenges facing library personnel on their job, which are: shortage of staff, irregular promotion and non-recognition. Chuks-Ibe and Ozioko (2014) clearly identified the challenges faced by library leadership and library personnel in the long run such as personal development and growth, shortage of staff, irregular promotion and recognition from management. Poor working atmosphere, poor funding, insecurity and lack of promotion are some challenges facing library personnel on their job which make them not to be committed to the organisation (Leviticus, 2014). Also, poor remuneration and lack of good human relations among co-workers are harbinger to low productivity (Nwosu, Ugwoegbu and Okeke, 2013). Chuks-Ibe and Ozioko (2014) stated that the major challenges in the libraries are due to lack of adequate support from the academic library management. They further submitted that effective organisational commitment can be hindered among library personnel through factors such as unchallenging jobs, work overload, shortage of staff, poor feedback, failure to recognise hard work, particularly between the academic library management and the library staff.

Methodology

The research design adopted for this study was the survey research design which is a non-experimental research design. The population of the study comprised of 222 library personnel in tertiary institutions in Ogun state, Nigeria. The distribution of the library personnel cut across six (6) tertiary institutions categorised as two universities, two polytechnics, and two colleges of education. These institutions were selected with a view to representing the three major types of tertiary institutions in Nigeria namely: University, Polytechnic and College of Education.

Total enumeration technique was used to include all the library personnel in the study.

A structured questionnaire designed by the researcher was used for data collection. The face and content validity of the questionnaire was established by two experts in the field of Library and Information Science. Thirty copies of the questionnaire were pre-tested among library personnel at the University of Ibadan. The Cronbach's alpha coefficient for the instrument was 0.90.

Results

4.1 Questionnaire administration and return rate

Table 1: Questionnaire administration and return rate

s/n	Selected Schools	Distribution	Return	Return rate
1	Federal University of Agriculture, Abeokuta	65	59	0.91
2	Olabisi Onabanjo University, Ago-Iwoye	64	59	0.92
3	Federal Polytechnic, Ilaro	22	17	0.8
4	Moshood Abiola Polytechnic, Abeokuta	25	19	0.8
5	Federal College of Education (FCE), Abeokuta	25	21	0.8
6	Tai Solarin College of Education, Omu Ijebu	21	18	0.86
Total		222	193	87

Source: Field work, 2021

Table 1 showed names of selected institutions with the number of questionnaire administered and retrieved and their percentages. 59(30.6%) library personnel each were from Federal University of Agriculture, Abeokuta and Olabisi Onabanjo University Ago-Iwoye respectively, 17(8.8%) respondents were from Federal Polytechnic, Ilaro, 19(9.8%) respondents were from Moshood Abiola Polytechnic Abeokuta, 21(10.9%) respondents were from Federal College of Education, Abeokuta, and 18(9.3%) respondents were from Tai Solarin College of Education, Omu Ijebu.

Data analysis based on demographic information of respondents

Table 2: Demographic information of respondents

Frequency distribution of respondents by gender		
Gender	Frequency	Percentage
Male	77	39.9
Female	116	60.1
Total	193	87
Frequency distribution of respondents by age		
Age range	Frequency	Percentage
20-24 years	12	6.2
25-29 years	24	12.4
30-34 years	30	15.5
35-39 years	28	14.5
40-44 years	40	20.7
45-49 years	26	13.5
50-54 years	24	12.4
55-59 years	7	3.6
60 years and above	2	1.0
Total	193	87
Frequency distribution of respondents by marital status		
Marital status	Frequency	Percentage

Single	84	43.5
Married	101	52.3
Divorced	6	3.1
Others	2	1.0
Total	193	87
Frequency distribution of respondents by educational qualification		
Educational qualification	Frequency	Percentage
SSCE	53	27.5
OND/HND	35	18.1
B.Sc./BLIS	61	31.6
MLIS	32	16.6
M.Phill./PhD	12	6.2
Total	193	87
Frequency distribution of respondents by job designation		
Job designation	Frequency	Percentage
Deputy Univ. Librarian	6	3.1
Deputy Polytechnic Librarian	4	2.1
Deputy College Librarian	9	4.7
Principal Librarian	21	10.9
Senior Librarian	3	1.6
Librarian I	7	3.6
Principal Library Officer	8	4.1
Chief Library Officer	11	5.7
Senior library officer	6	3.1
Library Officer	8	4.1
Assistant Library Officer	28	14.5
Library Assistant	82	42.5
Total	193	87
Frequency distribution of respondents by years of working as library personnel		
Years of experience	Frequency	Percentage
1-5 years	45	23.3
6-10 years	58	30.1
11-15 years	30	15.5
16-20 years	44	22.8
21-25 years	10	5.2
26-30 years	6	3.1
Total	193	87

Table 2 showed the demographic information of respondents for the study, covering their gender, age, marital status, educational qualification and job description. The table shows that 12(6.2%) library personnel are between ages 20 and 24 , 24(12.4%) are between ages 25 and 29, 30(15.5%) are between ages 30 and 34 , 28(14.5%) are between ages 35 and 39 , 40(20.7%) are between ages 40 and 44 , 26(13.5%) are between ages 45 and 49 , 24(12.4%) are between ages 50 and 54 , 7(3.6%) are between ages 55- and 59 , and only 2(1.0%) fall within the range of 60 and above. Regarding their marital status, 84(43.5%) of them are single, 101(52.3%) are married, 6(3.1%) are divorced, and only 2(1.0%) had other marital statuses not disclosed in the study.

Table 2 also showed that 53(27.5%) respondents had Senior Secondary School leaving certificate, 35(18.1%) had OND/HND certificate, 61(31.6%) had B.Sc./BLIS certificate, 32(16.6%) had MLIS certificate, and 12(6.2%) had M.Phill./PhD certificate.

Data extracted on years of job experience shows that 45(23.3%) had between 1-5 years of work experience, 58(30.1%) had between 6-10 years, 30(15.5%) had between 11-15 years, 44(22.8%) had between 16-20 years, 10(5.2%) had between 21-25 years, and 6(3.1%) had between 26-30 years of work experience. The Table further revealed that there were more females 116 (60.1%)

than males 77 (39.9%) among the respondents. A higher number of the respondents 40(20.7%) were between age bracket of 40-44 years and 30 (15.5%) 30-34 years. Also, a higher percentage of them 101(52.3%) were married, 61(31.6%) had B.Sc./BLIS certificate while 32(16.6%) had MLIS certificate and 143(72%) were paraprofessionals. The inference drawn from this finding was that majority of the respondents were either young or middle-aged. This means that they are still in their active service age. Also, greater number of the respondents were married and majority of them are first degree holders. And in job description, respondents were mostly paraprofessionals. Also, there were more females than males respondents for the study.

Research objective One: Identify the factors that influence organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria.

Table 3: Factors that influence organisational commitment of library personnel

SN	Factors influencing organisational commitment	Very great extent	Great extent	Moderate extent	Low extent	\bar{x}	S.D
1	Cordial relationship in the work place	83 43.0%	74 38.3%	27 14.0%	9 4.7%	3.20	0.849
2	Annual leave as and when due	79 40.9%	61 31.6%	30 15.5%	23 11.9%	3.02	1.023
3	Promotion as and when due	72 37.3%	73 37.8%	16 8.3%	32 16.6%	2.96	1.060
4	Good condition of service	61 31.6%	90 46.6%	14 7.3%	28 14.5%	2.95	0.986
5	Good working environment	61 31.6%	74 38.3%	37 19.2%	21 10.9%	2.91	0.969
6	Good retirement or advantage benefit	80 41.5%	42 21.8%	31 16.1%	40 20.7%	2.84	1.177
7	ICT facilities and resources needed for my work are provided	63 32.6%	69 35.8%	28 14.5%	33 17.1%	2.84	1.066
8	My boss is understanding	55 28.5%	72 37.3%	40 20.7%	26 13.5%	2.81	1.000
9	Good communication channel	53 27.5%	77 39.9%	35 18.1%	28 14.5%	2.80	1.001
10	Opportunities for training and advancement	67 34.7%	59 30.6%	26 13.5%	41 21.2%	2.79	1.137
11	Remuneration or salary status	58 30.1%	57 29.5%	43 22.3%	35 18.1%	2.72	1.083
Weight Mean=2.89							

In order to identify the factors that influence organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria, the respondents indicated their responses through questionnaire containing the eleven (11) items on the factors that influence organisational

commitment of library personnel. The results presented in Table 3 illustrate the factors that influence organisational commitment of library personnel. The finding from the respondents revealed that cordial relationship in the work place ($\bar{x}=3.20$) was ranked highest by the mean score rating as the factors that influence organisational commitment of library personnel and was followed by annual leave as and when due ($\bar{x}=3.02$) and promotion as and when due ($\bar{x}=2.96$). Good condition of service ($\bar{x}=2.95$) and remuneration or salary status ($\bar{x}=2.72$) were the least factors indicated by the respondents.

Using the weighted mean of 2.89 as the benchmark and also from the ranking of the factors, it was revealed that annual leave as and when due, promotion as and when due, good condition of service, good working environment were adequate of selected academic libraries in Ogun State, Nigeria. This was because these were the items that ranked above the weighted Mean of 2.89.

The inference drawn from this finding was that the major factors that influence organisational commitment of library personnel in selected academic libraries in Ogun State, Nigeria according to majority of the respondents was cordial relationship at workplace, annual leave, promotion as and when due, good condition of service, and good working environment.

Research objective two: Assess the organisational commitment of library personnel of selected academic libraries.

Table 4: Organisational commitment of library personnel

	Affective commitment of library personnel	SA	A	D	SD	\bar{x}	S.D
1	I really feel as if this library problems are my own	64 33.2%	88 45.6%	23 11.9%	18 9.3%	3.03	0.910
2	I would be happy to spend the rest of my career with this library	63 32.6%	80 41.5%	24 12.4%	26 13.5%	2.93	0.995
3	I am emotionally attached to this library	49 25.4%	87 45.1%	23 11.9%	34 17.6%	2.78	1.018
4	I believe that a person must be diligent in his/her job	47 24.4%	74 38.3%	34 17.6%	38 19.7%	2.67	1.052
5	I do not have a strong sense of belonging to this library	50 25.9%	59 30.6%	50 25.9%	34 17.6%	2.65	1.051
6	I think my library take care of my physical well-being both at work and at home	44 22.8%	73 37.8%	25 13.0%	51 26.4%	2.57	1.112
7	I do feel emotionally attached to this library	44 22.8%	58 30.1%	44 22.8%	47 24.4%	2.51	1.095
8	I do not feel like part of this family at library	39 20.2%	58 30.1%	57 29.5%	39 20.2%	2.50	1.031
Weighted Mean=2.71							
S/N	Continuance commitment of library personnel	SA	A	D	SD	\bar{x}	S.D
1	Right now staying on this job is a matter of necessity as much as desire	48 24.9%	76 39.4%	36 18.7%	33 17.1%	2.72	1.023
2	It wouldn't be too easy for me to leave my job now	55 28.5%	68 35.2%	29 15.0%	41 21.2%	2.71	1.099
3	One of the few serious consequences of leaving this job would be scarcity of available alternatives	48 24.9%	73 37.8%	38 19.7%	34 17.6%	2.70	1.032
4	I have too few options to think or consider leaving this library	45 23.3%	67 34.7%	41 21.2%	40 20.7%	2.61	1.061
5	Too much in my life would be disrupted if I decide to stop working for this library	46 23.8%	71 36.8%	28 14.5%	48 24.9%	2.60	1.105

6	One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice	45 23.3%	66 34.2%	39 20.2%	43 22.3%	2.59	1.077
7	I am not afraid of what might happen if I quit my job without having an alternative	57 29.5%	44 22.8%	43 22.3%	49 25.4%	2.56	1.162
8	Another organisation may not match the overall benefit I have here	37 19.2%	75 38.9%	38 19.7%	43 22.3%	2.55	1.040
Weighted Mean=2.63							
S/N	Normative commitment of library personnel	SA	A	D	SD	\bar{x}	S.D
1	Things were better in the days when people stayed with one library for most of their career	22 11.4%	127 65.8%	25 13.0%	19 9.8%	2.79	0.772
2	I am scared of what might happen to me if I stop my job without having an extra or another one	32 16.6%	97 50.3%	37 19.2%	27 14.0%	2.69	0.910
3	I do believe that a person must be loyal to his or her job	45 23.3%	72 37.3%	32 16.6%	44 22.8%	2.61	1.080
4	If I get another offer for a better job elsewhere I would not feel it was wrong to stop working for this library	36 18.7%	82 42.5%	36 18.7%	39 20.2%	2.60	1.012
5	I think jumping from one library to another does not seem ethical to me	42 21.8%	70 36.3%	40 20.7%	41 21.2%	2.59	1.053
6	I was taught to believe in the value of remaining loyal to one job	34 17.6%	74 38.3%	34 17.6%	51 26.4%	2.47	1.066
Weighted Mean=2.62							

In order to examine the affective commitment of library personnel of selected academic libraries in Ogun State, Nigeria, the respondents indicated their responses through questionnaire containing the eight (8) items on affective commitment of library personnel. From the results on the table for affective organisational commitment, the result presented in Table 4 shows the affective commitment of library personnel. I really feel as if this library problems are my own (3.03) was ranked highest by the mean score rating and was followed by I would be happy to spend the rest of my career with this library (\bar{x} =2.93) and I am emotionally attached to this library (\bar{x} =2.78). I do not feel like part of this family at library (\bar{x} =2.50) was the least item indicated by the respondents.

In order to examine the continuance commitment of library personnel of selected academic libraries in Ogun state, Nigeria, from the results on the table for continuance commitment, the respondents indicated their responses through questionnaire containing the eight (8) items on continuance commitment of library personnel. The result presented in Table 4 shows the continuance commitment of library personnel. Right now staying on this job is a matter of necessity as much as desire (\bar{x} =2.72) was ranked highest by the mean score rating and was followed by It wouldn't be too easy for me to leave my job now (\bar{x} =2.71) and One of the few serious consequences of leaving this job would be scarcity of available alternatives (\bar{x} =2.70) Another organisation may not match the overall benefit I have here (\bar{x} =2.55) was the least item indicated by the respondents.

In order to examine normative organisational commitment of library personnel of selected academic libraries in Ogun state, Nigeria, the respondents indicated their responses through questionnaire containing the six (6) items on normative commitment of library personnel. The

results for normative commitment were as presented in Table 4. Things were better in the days when people stayed with one library for most of their career ($\bar{x}=2.79$) was ranked highest by the mean score rating and was followed by I am scared of what might happen to me if I stop my job without having an extra or another one ($\bar{x}=2.69$) and I do believe that a person must be loyal to his or her job ($\bar{x}=2.61$), I was taught to believe in the value of remaining loyal to one job, ($\bar{x}=2.47$) was the least item indicated by the respondents.

Research objective three: Identify factors that promote organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria.

Table 5: Factors that promote organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria

s/n	Factors	SA	A	D	SD	\bar{x}	S.D
	promoting commitment						
1	Conducive environment	91 47.2%	68 35.2%	12 6.2%	22 11.4%	3.18	0.981
2	Career advancement	78 40.4%	56 29.0%	23 11.9%	36 18.7%	2.91	1.126
3	Recognition among the colleague	51 26.4%	78 40.4%	35 18.1%	29 15.0%	2.78	1.002
4	Future prospect	55 28.5%	68 35.2%	40 20.7%	30 15.5%	2.77	1.032
5	Adequate remuneration	61 31.6%	65 33.7%	27 14.0%	40 20.7%	2.76	1.111
6	Regular promotion	75 38.9%	49 25.4%	14 7.3%	55 28.5%	2.75	1.243
7	Respect	69 35.8%	48 24.9%	34 17.6%	42 21.8%	2.75	1.160
8	Rewards and benefits	54 28.0%	69 35.8%	28 14.5%	42 21.8%	2.70	1.101
9	friendly workmates	64 33.2%	55 28.5%	25 13.0%	49 25.4%	2.69	1.179
10	Modern equipment	31 16.1%	96 49.7%	27 14.0%	39 20.2%	2.62	0.983
Weighted Mean=2.79							

In order to identify factors that promote organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria, the respondents indicated their responses through questionnaire containing ten (10) items on factors that promote organisational commitment of library personnel. The result presented in Table 5 shows that Conducive environment ($\bar{x}=3.18$) was ranked highest as the major factor that promote organisational commitment among library personnel, and was followed by Career advancement ($\bar{x}=2.91$) and Recognition among the colleague ($\bar{x}=2.78$). Modern equipment ($\bar{x}=2.62$) was the least item indicated by the respondents

The inference drawn from this finding was that factors promoting organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria include; conducive environment, career advancement, and recognition among the colleagues.

Research objective four: Identify the challenges facing library personnel of selected academic libraries in Ogun State, Nigeria on organisational commitment.

Table 6: Challenges facing library personnel of academic libraries in Ogun State, Nigeria on their organisational commitment

s/n	Challenges facing library personnel	Frequency	Percentage
1	Inability to employ skilled person or expertise in the area of need	156	80.9%
2	Inability to promote workers as and when due	142	73.6%
3	Inability to train and retrain personnel on what are expected of them in their job tasks	133	69%
4	I don't enjoy adequate level of autonomy in discharging my duties	125	64.8%
5	Inability to enjoy annual and casual leaves	121	62.7%
6	I am discouraged by poor personality and attitudes of my supervisor	117	60.6%
7	Inadequate facilities and resources to work with in the library	113	56.6%
8	Lack of reward and compensation	116	60.1%
9	Poor condition of service	118	61.2%
10	Lack of job descriptions by the library management	113	58.6%
11	Little participation in decision making by library staff	113	58.6%
12	Outdated working facilities and resources	101	52.3%
13	My office is not spacious and also not comfortable	95	49.2%

In order to identify the challenges facing library personnel on job satisfaction and organisational commitment in the selected academic libraries in Ogun State, Nigeria, the respondents indicated their responses through questionnaire containing the thirteen (13) items. The result presented in Table 6 shows that inability to employ skilled person or expertise in the area of need had the highest score of 156 (80.9%) responses as the main challenge facing library personnel in relations to job satisfaction and organisational commitment, and was followed by inability to promote

workers as and when due with 142 (73.6%) responses and inability to train and retrain personnel on what are expected of them in their job tasks with 133 (69%) responses. My office is not spacious and also not comfortable had the least responses of 95 (49.2%).

Discussion of Findings

The findings on demographic information of the respondents of this study was that majority of the respondents were either young or middle-aged. This means that they are still in their active service age. Also, greater number of the respondents were married and majority of them are first degree holders. And in job description, respondents were mostly paraprofessionals. Also, there were more female than male respondents for the study.

The findings of this study on the factors that influence organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria which revealed that cordial relationship at workplace, annual leave, promotion as and when due, good condition of service, and good working environment corroborate other studies that stated that the attitudes of employees based on their perceptions and job demands could be referred to as organisational commitment (Adeoye and Fields, 2014; Aydogdu and Asikgil, 2011; Chuks-Ibe and Ozioko, 2014; Idiegbeyanose, Aregbesola, Owolabi and Eyiolorunshe, 2019). It could be seen as the positive or negative response which could be used to evaluate the level of satisfaction enjoyed by the employees. Most of the empirical studies found motivation and job satisfaction to be positively correlated, while hostile work environment is seen as a demotivational factor in the work place (Bakotic and Babic, 2013; Kian *et al.*, 2014).

Jain and Surinder (2014) reported that adequate training can motivate librarians as they are able to adapt in the twenty-first century environment and acquire new roles including digital content managers, web designers, networkers and knowledge brokers. The authors further pointed out that for the librarians to acquire these new skills they should be continuously trained and have computer literacy skills and that if they are provided with this facilities and support, they will be motivated and committed more to their jobs.

From a similar research carried out on organisation and normative commitment of employee in Turkey in 2010, Gunlu *et al.* found that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment of library personnel. The finding on affective commitment among library personnel of selected academic libraries in Ogun State, Nigeria corroborates the studies of Malik (2010) and Danish (2010) who reported that library personnel that are committed to the organisation will have a well-built aspiration to remain with their jobs. Library personnel who have strong emotional commitment will also remain happier because they want to continue with their job.

The findings showed that conducive environment, career advancement, and recognition among the colleagues are the factors that promote organisational commitment of library personnel of selected academic libraries in Ogun State, Nigeria. This finding agrees with Luthans (2011) and Lumley *et*

al. (2011) who explained five factors that promote organisational commitment dimensions which include work itself, remuneration, promotion, co-workers, and supervision. Chuks-Ibe and Ozioko(2014) stated that research has shown that commitment is higher when library personnel are mentally challenged particularly when they are provided with conducive environment and career progress opportunities. (Sowmya and Panchanatham, 2011; Jain and Surinder, 2014). Furthermore, this result also corroborated the studies of authors, such as Clarke and Mahadi's (2017), Hart (2011) Zeb, Jamal and Ali (2015), Udomisor and Haruna (2010), Bakotic and Babic (2013) who affirmed that the existence of cooperation between employees, subordinates and superiors is a factor that facilitates organisational commitment. Under physical work environment, the safety and comfort of the academic libraries gave them satisfaction and working tools and comfortable office design are important factor that lead to organisational commitment.

The findings of this study on the challenges facing library personnel on organisational commitment in the selected academic libraries in Ogun State, Nigeria showed that inability to employ skilled person or expertise in the area of need, inability to promote workers as and when due and inability to train and retrain personnel on what are expected of them in their job tasks are in line with Chuks-Ibe *et al.* (2014) who revealed the challenges faced by library leadership and library personnel in the long run such as personal development and growth, shortage of staff, irregular promotion and recognition from management. It equally supports the finding of Nwosu *et al.* (2013) which revealed that poor remuneration and lack of good human relations among co-workers are harbingers to low productivity.

Conclusion

This study concluded based on the findings that the working environment of library personnel in the study area was good and their promotion was regular. More so, the factors that influence organisational commitment such as cordial relationship in the work place, annual leave as and when due, promotion as and when due and good condition of service are high. Conducive environments, career advancement, recognition among the colleague, future prospect were the most factors that promote organisational commitment among library personnel. The challenges facing library personnel in selected academic libraries included inability to employ skilled person or expertise in the area of need and inability to promote workers as and when due, inability to train and retrain personnel on what are expected of them in their job tasks and lack of adequate level of autonomy in discharging duties.

Recommendations

The following recommendations are proffered based on the findings of this study:

1. Academic administration should maintain a conducive and friendly environment for organisational commitment.
2. The management of academic libraries should sustain high level of organisation commitment among the workers.

3. The leadership of academic institutions should eradicate or reduce unpleasant and dysfunctional occurrence such as promotion irregularity, delay payment of special salaries or wages, lack of appreciation for well done work, improve on management information system, among others to maintain high level of organisational commitment.
4. Library personnel should be given adequate level of autonomy in discharging their duties.
5. Management should put organisational commitment of library personnel into consideration by promoting workers regularly and giving the opportunity for training and retraining for enhanced skills.
6. Library personnel should be given opportunities to participate in workshops, seminars, conferences and trainings to improve on their job.

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