

Job Satisfaction and Organizational Commitment of Library Personnel in Public Universities in Nigeria

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Received: 20th November 2020 Accepted: 4th December 2020 Date of Publication: December 2020

Abstract

Purpose: The purpose of the study is to determine the influence of job satisfaction on organizational commitment of library personnel in public universities in South-West Nigeria.

Design/methodology/approach: Cross-sectional survey research design was adopted for the study. Total enumeration was used. Data were collected using a validated questionnaire. Data were collected using a validated questionnaire. Descriptive statistics such as frequency, percentages, mean and standard deviation were also used to analyze the research questions while inferential statistics such as multiple regression analysis were used to test the hypotheses.

Findings: Findings showed that job satisfaction had significant influence on organizational commitment of library personnel. The results also showed that work itself had significant influence on affective commitment of library personnel in public universities in South-West, Nigeria. In addition, the findings revealed that supervision, salary and recognition had positive and significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria. The results revealed that recognition and work itself had positive and significant influence on normative commitment of library personnel in public universities in South-West, Nigeria. Level of security had a negative and significant influence on normative commitment of library personnel in public universities in South-West, Nigeria. The study concluded that job satisfaction increased organizational commitment of library personnel in public universities. It was recommended that library management should create an enabling environment and ensure regular promotion of the personnel.

Originality/Value: The study has been able to establish that low commitment could be as a result of lack of job satisfaction. The results may be useful to university management who wish to enhance commitment of their personnel.

Keywords: Job satisfaction, Library personnel, Organizational commitment, Universities, Nigeria.

Introduction

Universities need to have library personnel who are engrossed and committed to their work of meeting the information needs of the entire university community. Ogunlana, Oshinaike and Ibrahim (2016) posit that organizational commitment is a person's emotional link to the organization, a sense of job involvement, loyalty, and a belief in the organizational principles.

Akeke, Akeke and Awolusi (2015) stress that organizational commitment is crucial to attract and draw skilled personnel in any organization. According to them, organizational commitment has gained prominence in management discourse since it plays a crucial role in goal realization, innovation and strength of an organization. They further stated that organizational commitment increases trust between employees, managers,

owners, units and other members of any organization; therefore, it fosters better superior-subordinate relationship and improves organizational climate.

Job satisfaction is an essential factor that predicts organization commitment. Job satisfaction has been defined by Ezeamama (2019) as the extent to which employees like their job. Job satisfaction refers to the extent that the working environment meets the needs and values of employees. Ogunlana and Oshinaike (2016) opine that job satisfaction depends on remunerations, wages, fringe benefits, status, working conditions, promotion and job description among others. Job satisfaction is the favorableness or unfavorableness with which workers see their work. Job satisfaction explains what makes people want to come to work and what makes them happy about their job (Popoola & Farukuoye, 2017).

Tella, Ayeni, and Popoola, (2007) opine that the management of employees is an essential part of the management process. According to them, an understanding of the critical importance of employees in the organization is to recognize that the human element and the organization are synonymous. Organizational commitment is a key feature that is regarded by every organization. Consequently, it is important to investigate the influence of job satisfaction of personnel on the three components of organizational commitment namely affective, continuance and normative commitment.

Observations show that some library personnel are not committed to their organizations. University libraries cannot successfully provide information services without a committed workforce. Meeting the information needs of users requires committed personnel. The lack of commitment might be as a result of lack of job satisfaction. Thus, this study investigated the influence of job satisfaction on the organizational commitment of library personnel in public universities in South-West, Nigeria.

Statement of the Problem

Library personnel are given the responsibility of acquiring and organizing information resources and also making these resources available for use (Adebayo, Segun Adeniran, Fagbohun, Osayande, 2018). In spite of the significant role library personnel play in information provision and dissemination, some library personnel still exhibit poor attitude towards their work. Observation shows that many library personnel are not keen to their work and many of them tend to show a non-challant attitude towards their jobs. Truancy, lateness to work, and other negative attitudes exhibited by library staff are indicators of their low commitment. As a result of this, information provision to library patrons leaves much to be desired. Perhaps the low of commitment might be as a result of lack of job satisfaction? This study, therefore investigated the influence of job satisfaction on the organizational commitment of library personnel in public universities in South-West, Nigeria.

Objective of the Study

The main objective of this study was to investigate the influence of job satisfaction on organizational commitment of library personnel in public universities in South-West, Nigeria.

Hypotheses

The null hypotheses were tested at 0.05 level of significance:

H0₁: Job satisfaction has no significant influence on organizational commitment of library personnel in public universities in South-West, Nigeria.

H0₂: Job satisfaction has no significant influence on affective commitment of library personnel in public universities in South-West, Nigeria.

H0₃: Job satisfaction has no significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria.

H0₄: Job satisfaction has no significant influence on normative commitment of library

personnel in public universities in South-West, Nigeria.

Literature Review

Scholars have reported varied findings on the relationship between job satisfaction and organizational commitment. Organizational commitment and job satisfaction have been two of the regular variables in the scientific literature about work organization. They have been related with the desired and undesired behavior of those who interact inside an organizational system (Ogunlana, Oshinaike & Ibrahim, 2016.) Chiedu, Long and Ashar (2017) submit that the study of job satisfaction and organizational commitment should be seen as a way to minimize employees' turnover intentions.

Ntisa (2015) investigated the relationship between job satisfaction, organizational commitment, turnover intention, absenteeism and work performance among lecturers. The results revealed that job satisfaction is found to have positive influence on organizational commitment. Malik, Nawab, Naeem and Danish (2010) carried a study which investigated the influence of job facets satisfaction on organizational commitment of public sector university faculty in Pakistan. The study also examined the level of commitment and satisfaction of the teachers. The study concluded that nature of work, salary satisfaction and quality supervision were significant predictors of organizational commitment. The results also revealed that they were highly satisfied with their supervisor, coworkers, compensation, work-itself and opportunities of advancement in their universities.

Yiing and Ahmad (2009) affirmed that when workers were dissatisfied at work, they were less committed and would look for opportunities to quit. If opportunities were unavailable, they might withdraw from the organization. Shirbagi (2007) stated that when employees were dissatisfied at work, they were less committed and will look for other opportunities to quit. If opportunities were unavailable, they might emotionally or mentally withdraw from the organization. Consequently, organizational

commitment is an important attitude in assessing employees' intention to quit and the overall contribution of the employee to the organization. Dirani and Kuchinke (2011) assessed the construct validity and the reliability of two measurement scores of organizational commitment and job satisfaction to measure the correlation between the two variables, and to explore the effects of different demographic variables on satisfaction and commitment.

There are three major components of organizational commitment namely affective commitment, continuance commitment and normative commitment. Affective commitment happens when a worker wants to stay with his or her organization. Continuance commitment, the second component of organizational commitment happens when the reason of employees' association with the organization is as a result of their profits, their efforts and the costs if they were to leave (Cherian, 2018). Normative commitment is high in organizations that value loyalty. It is also high where employees regularly recognize noticeable instances of the employer being committed to workers' well-being (Chiazor, Eketu & Needorn, 2018).

Tella, Ayeni and Popoola (2007) examined work motivation, job satisfaction, and organizational commitment of library staff in academic and research libraries in Nigeria. They found that a correlation existed between perceived motivation, job satisfaction, and commitment, but correlation between motivation and commitment was negative. The study conducted by Ogunleye, Odebiyi and Olaoye (2013) found a positive relationship between factors of job satisfaction (pay, work condition, work group, supervision and promotion) and organizational commitment. Thus the higher the job satisfaction in term of good pay package, good work condition, contribution of colleagues, good supervision and regular promotion, the higher the level of commitment among the respondents.

Methodology

The study adopted cross-sectional survey research design to investigate the influence of job

satisfaction on organizational commitment of library personnel in public universities in South-West, Nigeria. The population of the study was made up of 346 professionals and paraprofessionals library personnel from 16 public (federal and state) universities in South-West, Nigeria. Since the population of the study was neither considered too large or small, total enumeration sampling technique was employed to take complete count of the library personnel selected for the study. The research instrument that was used for data collection was the questionnaire. The questionnaire was grouped into 3 sections namely; Section A (respondents' demographic data), section B (organizational commitment of library personnel.), and section C (job satisfaction of library personnel).

Out of the 346 copies of the questionnaire administered, a return rate of 267 copies, representing 77.2% was observed and found usable and analysed. The face validity was ascertained through the input of academics who are professionals in the field of Library and Information Science. The reliability coefficient of the instrument was determined through a pre-test using the Cronbach's Alpha with the following α values; organisational commitment =

.86; affective commitment = .91; continuance commitment = .84; normative commitment = .84 and job satisfaction = .91. Four (4) null hypotheses were formulated to guide the study hence; inferential statistical tools like multiple regression analysis was adopted to test the hypotheses at 0.05 level of significance using the Statistical Package for Social Sciences (SPSS) version 23.

Hypotheses Testing and Interpretation

The hypothesis for this study was tested using regression analysis. The result that was obtained revealed the influence of the independent variable (job satisfaction) on the dependent variable (organizational commitment).

H0₁: Job satisfaction has no significant influence on organizational commitment of library personnel in public universities in South-West, Nigeria.

Table 1: Influence of job satisfaction on organizational commitment of library personnel in public universities in South West, Nigeria.

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.196	5.283		4.959	.000		
	Job Satisfaction	0.990	.089	0.611	11.071	.000	1.000	1.000
a. Dependent Variable: Organizational Commitment								
Model		Sum of Squares		Df	Mean Square	F	Sig.	
1	Regression	23292.736		1	23292.736	122.564	.000 ^b	
	Residual	39149.528		206	190.046			
	Total	62442.264		207				
a. Dependent Variable: Organizational Commitment								
b. Predictors: (Constant), Job Satisfaction								
R = 0.611								
R² = 0.373								
Adjusted R Square = 0.370								

Source: Field survey, 2019

Table 1 shows that the contribution of the independent variable (job satisfaction) on organizational commitment of library personnel in public university libraries in South- West,

Nigeria was significant ($R^2 = 0.373, t = 11.071, p < 0.05$). The table also shows that the analysis of variance (ANOVA) for the regression model yielded an F-value of 23.596 ($P < 0.05$). This

implies that the contribution of job satisfaction on organizational commitment of library personnel is highly significant in public universities in South West, Nigeria. It also implies if job satisfaction of library personnel improves, their commitment to the organizations will increase. Based on this result, the null hypothesis that states that job satisfaction has no significant influence on organizational commitment of library personnel in public universities in South-West, Nigeria is hereby rejected.

In addition, a multiple regression analysis was conducted to determine how organizational commitment is affected by the Job satisfaction sub-variables. The analysis was done sequentially starting with affective commitment through continuance commitment and normative

commitment. Data were analyzed by first computing composite standardized scores of each variable. The objective is to determine the influence of job satisfaction sub-variables on the various organizational commitments of library personnel in public universities in South-West, Nigeria. The results of the tests are reported below.

H0₂: Job satisfaction has no significant influence on affective commitment of library personnel in public universities in South-West, Nigeria.

Table 2: Influence of job satisfaction on affective commitment of library personnel in public universities in South-West, Nigeria

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	7.352	3.856	0.000	0.415	0.394	19.340	0.000
	Supervision	0.128	1.639	0.103				
	Salary	-0.025	-0.375	0.708				
	Level of Security	0.088	1.253	0.212				
	Relationship with co-workers	0.010	0.127	0.899				
	Recognition	0.141	1.809	0.072				
	Work Itself	0.251	3.221	0.001				
	Growth	0.121	1.469	0.143				
	Promotion	0.095	1.199	0.232				

a. Dependent Variable: Affective Commitment
 b. Predictors: (Constant), Promotion, Supervision, Salary, Level of Security, Recognition, Work Itself, Relationship with co-workers, Growth.

Source: Field Survey Results, 2019

The results in Table 2 show that work itself ($\beta=0.251, t=3.221, p<0.05$) has significant influence on affective commitment of library personnel in public universities in South-West, Nigeria. On the other hand, supervision ($\beta=0.128, t=1.639, p>0.05$), level of security ($\beta=0.088, t=1.253, p>0.05$), relationship with co-workers ($\beta=0.010, t=0.127, p>0.05$), recognition ($\beta=0.141, t=1.809, p>0.05$), growth/career development ($\beta=$

$0.121, t=1.469, p>0.05$), and advancement ($\beta=0.095, t=1.199, p>0.05$) had an insignificant positive influence on affective commitment of library personnel. While Salary ($\beta=0.141, t=1.809, p<0.05$) had a negative but insignificant influence on affective commitment of library personnel in public universities in South-West, Nigeria, which implies that public universities in South-West, Nigeria should pay a closer

attention on work itself. The adjusted coefficient of determination (Adj. R) of 0.394 shows that a combination of job satisfaction sub-variables can only explain 39.4% of the changes in affective commitment of library personnel. The ANOVA result showed an F statistic value of 34.032 ($F_{(11,186)} = 34.032$) at p-value of 0.000. This implies that work itself is statistically a significant predictor of the affective commitment. From the findings, the regression equation is thus expressed as:

$$AC = 7.352 + 0.251WI$$

Equation 4.2a

Where:

- AC = Affective Commitment
- WI = Work Itself

The regression equation shows that holding ‘work itself’ to a constant zero, affective commitment would be 7.352 implying that without ‘work itself’, affective commitment of library personnel in public universities in South-West, Nigeria would be positive. The results

further show that an improvement in work itself by one unit on a measurement scale, affective commitment of library personnel will be positively affected with an increase of 0.251. The t statistics (3.221) was also greater than zero. This demonstrated that work itself had a statistically significant influence on the affective commitment of library personnel. The results show that an overall significance with $p < 0.05$. In order to determine the influence of job satisfaction on continuance commitment of library personnel in public universities in South-West, Nigeria, linear multiple regression analysis was conducted. The result is presented in Table 3.

H0₃: Job satisfaction has no significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria.

Table 3: Influence of job satisfaction on continuance commitment of library personnel in public universities in South-West, Nigeria.

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	9.099	4.539	0.000	0.328	0.304	13.732	0.000
	Supervision	0.213	2.505	0.013				
	Salary	0.159	2.266	0.024				
	Level of Security	-0.036	-4.72	0.637				
	Relationship with co-workers	-0.120	-1.397	0.164				
	Recognition	0.268	3.130	0.002				
	Work Itself	0.100	1.196	0.233				
	Growth	-0.019	-0.214	0.831				
	Promotion	0.119	1.370	0.172				

a. Dependent Variable: Continuance Commitment
 b. Predictors: (Constant), Promotion, Supervision, Salary, Level of Security, Recognition, Work Itself, Relationship with co-workers, Growth.

Table 3 shows the multiple regression analysis results for the influence of job satisfaction sub-variables on continuance commitment of library personnel in public universities in South-West, Nigeria. The results reveal supervision ($\beta = 0.213$, $t = 2.505$, $p < 0.05$), salary ($\beta = 0.159$, $t = 2.266$, $p < 0.05$) and recognition ($\beta = 0.268$, $t = 3.130$,

$p < 0.05$) have positive and significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria. On the other hand, level of security ($\beta = -0.036$, $t = -4.72$, $p > 0.05$), Relationship with co-workers ($\beta = -0.120$, $t = -1.397$, $p > 0.05$), and growth/career development ($\beta = -0.019$, $t = -0.214$, $p > 0.05$) had an insignificant negative influence on continuance

commitment of library personnel. While Work Itself ($\beta= 0.100, t= 1.196, p>0.05$) had a positive and insignificant influence on continuance commitment of library personnel in public universities in South-West, Nigeria. The findings implied that public universities in South-West, Nigeria should pay a closer attention on recognition, salary and supervision to improve continuance commitment of library personnel. The adjusted coefficient of determination (Adj. R) of 0.304 indicates that a combination of job satisfaction sub-variables can only explains 30.4% of the changes in continuance commitment of library personnel. The ANOVA result showed an F statistic value of 13.732 ($F_{(11,186)} = 13.732$) at p-value of 0.000. This implies that supervision, salary, and recognition are statistically significant predictors of the continuance commitment. From the findings, the multiple regression model is thus expressed as:

$$CC = 9.099 + 0.213SP + 0.159SL + 0.268R..... \text{Equation 4.3b}$$

Where:

- AC = Continuance Commitment
- SP = Supervision
- SL = Salary
- RC = Recognition

The regression model shows that holding supervision, salary, and recognition to a constant zero, continuance commitment would be 9.099 implying that without supervision, salary, and recognition, continuance commitment of library personnel in public universities in South-West, Nigeria would be positive. The results further show that an improvement in supervision, salary, and recognition by one unit on a measurement scale, continuance commitment of library personnel will be positively affected with an increase of 0.213, 0.159, and 0.268 respectively. The t statistics for these variables were also greater than zero. This revealed that supervision, salary, and recognition had positive influence on the continuance commitment of library personnel. Further, the regression analysis results show that the relationship between the three variables and continuance commitment at 95% confidence level is statistically significant with p values < 0.05. The most significant factor was

recognition with p value of 0.000. This implied that recognition contribute more to the continuance commitment of library personnel in public universities while salary contributes the least.

In order to determine the influence of job satisfaction on normative commitment of library personnel in public universities in South-West, Nigeria, linear multiple regression analysis was conducted. The result is presented in Table 4.

H0₄: Job satisfaction has no significant influence on normative commitment of library personnel in public universities in South-West, Nigeria.

Table 4: Influence of job satisfaction on normative commitment of library personnel in public universities in South-West, Nigeria

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	11.653	5.777	0.000	0.322	0.298	12.966	0.000
	Supervision	0.150	1.799	0.073				
	Salary	0.109	1.530	0.127				
	Level of Security	-0.202	-2.515	0.013				
	Relationship with co-workers	-0.064	-0.723	0.470				
	Recognition	0.200	2.348	0.020				
	Work Itself	0.259	2.863	0.005				
	Growth	0.051	0.568	0.571				
	Promotion	0.102	1.162	0.246				

a. Dependent Variable: Normative Commitment
 b. Predictors: (Constant), Promotion, Supervision, Salary, Level of Security, Recognition, Work Itself, Relationship with co-workers, Growth.

Source: Field Survey Results, 2019

The study sought to find out the influence of the specific job satisfaction variables on normative commitment of library personnel in public universities in South-West, Nigeria. The results revealed that recognition ($\beta= 0.200, t=2.348, p<0.05$), and work itself ($\beta= 0.259, t= 2.863, p<0.05$) have positive and significant influence on normative commitment of library personnel in public universities in South-West, Nigeria. While Level of Security ($\beta= -0.202, t= -2.515, p<0.05$) has a negative and significant influence on normative commitment of library personnel in public universities in South-West, Nigeria. On the other hand, Supervision ($\beta= 0.150, t= 1.799, p>0.05$), salary ($\beta= 0.109, t= 1.530, p>0.05$), and growth/career development ($\beta=0.051, 0.568, p>0.05$) had an insignificant positive influence on normative commitment of library personnel. The results implied that public universities in South-West, Nigeria should pay a closer attention on recognition, work itself, and Level of Security to improve normative commitment of library personnel. The adjusted coefficient of determination (Adj. R) of 0.304 indicates that a

combination of job satisfaction sub-variables can only explains 30.4% of the changes in continuance commitment of library personnel. The ANOVA result showed an F statistic value of 13.732 ($F_{(11,186)} = 13.732$) at p-value of 0.000. This implies that supervision, salary, and recognition are statistically significant predictors of the continuance commitment. From the findings, the multiple regression model is thus expressed as:

$$NC = 11.653 + 0.200RC + 0.259WI - 0.202LS..... Equation 4.3c$$

Where:

- NC = Normative Commitment
- SP = Supervision
- SL = Salary
- LS = Level of Security

According to the regression equation established, taking all variables (supervision, salary, and level of security) constant at zero, the normative commitment of library personnel in public universities as a result of these independent factors will be 11.653. Finding also shows that that an improvement in supervision and salary by one unit on a measurement scale, normative commitment of library personnel will be

positively affected with an increase of 0.200 and 0.259 respectively. An improvement in level of security by one unit on a measurement scale will lead to a 0.202 decrease in influence on normative commitment of library personnel. The t statistics for these variables were also greater than zero. This revealed that supervision, salary, and level of security had significant influence on the normative commitment of library personnel. Further, the regression analysis results show that the relationship between the three variables and normative commitment at 95% confidence level is statistically significant with p values < 0.05. The most significant factor was work itself with p value of 0.000. This implied that work itself contributed more to the normative commitment of library personnel in public universities while level of security contributes the least.

Discussion of Findings

The study investigated the influence of job satisfaction on organizational commitment of library personnel in public universities in South-West, Nigeria. The study indicates that the contribution of job satisfaction on organizational commitment of library personnel was highly significant in public universities in South West, Nigeria. It also indicates that job satisfaction of library personnel improves, their commitment to the organizations will increase. Findings revealed that job satisfaction had significant influence on organizational commitment of library personnel in public universities in South-west, Nigeria. These results are in tandem with some previous research. For example, Eslami and Gharakhani (2012) investigated the role of job satisfaction on organizational commitments. The findings indicated that job satisfaction had positive and significant effects on organizational commitments. Mohammed and Eleswed (2013) examined the relationship between job satisfaction and organizational commitment. The findings revealed that a positive relationship existed between job satisfaction and organizational commitment. Udofia (2017) found that there was a significant relationship between job satisfaction and organizational commitment of librarians.

Furthermore, the study of Mitonga-Monga (2018) revealed that there is a positive significant relationship between job satisfaction and organizational commitment. The results indicated that job satisfaction had positive and significant effect on organizational commitments. It can be inferred from the study that if library personnel are satisfied with their jobs, their commitment to their organizations will be increased. Consequently, they would be able to provide quality information services. With respect to salary, result indicated that salary had a negative but insignificant influence on affective commitment of library personnel in public universities in South-West, Nigeria. This finding disagrees with the study conducted by Yew (2007) which found that satisfaction towards salary had a significant positive relationship with affective commitment.

Work itself had significant influence on affective commitment of library personnel in public universities in South-West, Nigeria. This implies that public universities in South-West, Nigeria should pay a closer attention on work itself. Salary is a strong factor in enhancing their levels of commitment their organisations. The findings revealed that supervision and recognition had positive and significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria. When library personnel see they are recognised and by their organizations, their commitment might be improved.

Conclusion /Recommendations

The study investigated the influence of job satisfaction on the three dimensions of organisational commitment namely affective, continuance and normative commitment of library personnel in public universities in South-West, Nigeria. The major objective of university libraries is to provide information services in order to support teaching and research. To provide quality information services, the commitment of the library personnel to their institutions is indispensable. To enhance the commitment of these personnel, they must have job satisfaction. Job satisfaction is an important factor to an organisation's success.

Commitment of library personnel is very vital in meeting the information needs of library patrons. The university libraries need to have personnel who are committed to their work of satisfying the information needs of the university community. A committed workforce will help the universities to accomplish its set goals and objectives successfully. It is important for library management to meet the needs of their personnel to enhance job satisfaction and commitment. One can conclude that job satisfaction influence organizational commitment of library personnel in university libraries in Nigeria.

The following recommendations are made:

1. Library management should deploy means to enhance the commitment of their personnel by making policies that will improve the commitment of the personnel.
2. Attention should be paid to staff development activities such as workshops, seminars, and training for the personnel.
3. An enabling environment that will enhance job satisfaction and organizational commitment of the personnel should be provided.

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