

Job Satisfaction and Organisational Commitment among Library Personnel in Selected Libraries in Ogun State, Nigeria

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Abstract

The purpose of this research was to study both direct and indirect impact of job satisfaction as a correlate of organizational commitment of library personnel in academic libraries in Ogun State. This study made use of a descriptive research design of survey type. A total enumeration sampling technique was used for the selected sample. The research sample consisted of 34 library personnel. The instrument used for the study was a structured questionnaire divided into three parts. Statistics for data analysis were frequencies, percentages and regression statistics analysis. Findings from this study revealed that irrespective of the level and qualification of the personnel, the thirst for satisfaction and commitment were the same. Furthermore, respondents in this study affirmed that they had high degree of organizational commitment and satisfaction with work-itself, supervision, salary, coworkers and opportunities for promotion. A test of relationship on job satisfaction and organizational commitment was positive at $P > 0.001$ significant level. In conclusion, this study therefore recommends that to ensure job satisfaction and organizational commitment there should be proactive measures which among others are increased salary, timely promotion, conducive working environment with modern ICT equipment and the preparedness of the academic institution to beef up the needed job satisfaction.

Keywords: library personnel, job satisfaction, organizational commitment.

Introduction

Academic libraries are at the forefront of providing information services to their respective users which comprises of students, lecturers, and researchers in order to support their teaching, learning and research needs. Studies have emphasized on the crucial role of academic libraries in research and also as the heart or nerve centers of institutions of higher learning where all academic activities revolved. Every higher academic institution has visions, goals and objectives to fulfill and it would take satisfied and committed personnel to carry out these specific goals. It is the desire of every academic library to achieve its strategic goals but this strongly depends on its capacity to attract, retain and motivate competent and satisfied personnel.

Several studies on job satisfaction have been conducted and they revealed that an employee needs to be satisfied with his job in order to achieve the institutions goals, develop their own capacities and strengthen themselves in the field. Job satisfaction in a broader context is a range of issues which affects a library personnel experience of work and their quality of life. An employee spends most of his working life in the office, for example 30 to 35 years; hence, it is very important for such employee to be happy and satisfied because that is a pretty long time for an employee to endure being unsatisfied.

Commitment according to (Atak, 2011) is an attitude which involves loyalty of employees to the organization and it involves the internalization of goals and objectives and the willingness of employees to play a role in achieving these goals and objectives. In other words, the employee has to accept all that the organization stands for and be willing to be part of the success story.

In the context of library personnel, they are the face, activator, and master planner of any academic library services; it is pertinent that they are satisfied so that they can carry out their jobs properly. Library personnel need to have positive predictors of job satisfaction in their respective work place such as healthy working environment, possibility of being promoted, monthly salary, good relationship with co-workers etc. When these are in place there is tendency for them to put in their best, irrespective of their qualification. A satisfied library personnel is a happy person and easy to work with. The university / college librarian should ensure that there is no unhealthy rivalry or hostility among the library personnel and he/she should also make the staff comfortable enough to approach him/her so they can air their views on things they require to make them satisfied and committed. This singular act in the long run brings about high level output for the library and reduces risk of leaving the organization for a better offer elsewhere.

Ensuring continuous commitment of employees depends greatly on motivation and satisfaction. Unfortunately, there appears to be low commitment of library personnel as mobility/ high turnover has characterized academic libraries which have resulted to low performance among library personnel (Nwosu & Ugwoegbu, Okeke, 2013, Okozor, 2007, Ugwoegbu, 2007, Amusa, Iyoro & Olabisi, 2013). Could this be because they feel dissatisfied with their job and are not motivated enough for them to remain committed to their libraries? Hence, it becomes necessary to explore the dynamic relationship between personnel job satisfaction as a determinant of organizational commitment in academic libraries in Lagos state.

Objectives of the study

The general objective of this study is to ascertain if there is any relationship between library personnel job satisfaction and their organizational commitment in their respective work place.

The specific objectives are to:

1. ascertain the level of organizational commitment among library personnel in selected academic libraries in Ogun State.
2. determine the level of job satisfaction among library personnel in selected academic libraries in Ogun State.
3. ascertain if job satisfaction significantly predicts organizational commitment among library personnel in selected academic libraries in Ogun State.

Hypothesis

H_0^1 : Job Satisfaction does not significantly determine Organizational Commitment among library personnel in selected academic libraries in Ogun State.

Literature Review

Concept of Organizational Commitment

Organizational commitment can also be defined as an attitude which involves loyalty of employees to the organization and it involves the internalization of goals and objectives and the willingness of employees to play a role in achieving those goals and objectives (Atak, 2011). Luthans, (2006) suggests the definition of organizational commitment as an attitude is: (1) a strong desire to remain a member of the organization, (2) the desire to strive for liking the organization, and (3) certain beliefs, and acceptance of the value and purpose of the organization. Newstrom and Davies (2002) define employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees willingness to remain with a firm in the future. It often reflects the employees belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group. Due to this multidimensional nature of organizational commitment, there is growing support for a three component model proposed by Meyer and Allen (1996). The three dimensions are as follows:

- *Affective Commitment*:- involves the employees emotional attachment to, identification with, and involvement in the organization.
- *Continuance Commitment*:- involves commitment based on the costs that the employee associates with leaving the organization.
- *Normative Commitment*:- involves the employees feelings of obligation to stay within the organization.

In terms of organisational commitment among library personnel, McCormick (2000) posited that librarians' level of organisational commitment is significantly influenced by career stages, type of library work setting, and number of dependents. Furthermore, more committed and satisfied librarians have been found in libraries that support participatory management, open communication, and opportunities for achievement (Burd, 2003)

Concept of Job Satisfaction

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface and working conditions. According to Sousa-Poza and Sousa-Poza (2000), there are basic and universal human needs, which when fulfilled will make an individual happy. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. While Luthan (1998) posited that there are three important dimensions to job satisfaction: Job satisfaction is an emotional response to a job situation, as such it cannot be seen, and it can only be inferred. Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and coworkers.

Job satisfaction of a library personnel naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). Library personnel who cannot get a sufficient wage will be faced

with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Social facilities, low wages, lack of status and social security affect job satisfaction.

Dimensions of Job Satisfaction

Salary/ Benefits

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Previous researches (Ojokuku and Sajuyigbe, 2009; Sajuyigbe, Olaoye and Adeyemi, 2013) discovered that pay is one of the most significant variables in explaining job performance and satisfaction. Frye (2004) also found that there is positive relationship between pay and performance. It was further concluded that pay plays vital role in human capital intensive firms to attract and retain expert workforce.. Lambert, Hogan, Barton and Lubbock (2001) finding was in line with previous researchers who agreed that financial rewards have a significant impact on job satisfaction and performance. They concluded that, the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organisation. According to Robbins et al. (2003), employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations.

Promotion

Robbins (2003) maintains that promotions provide opportunities for personal growth, increased responsibility, and increased social status. (Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. There are other researchers who discovered that there is positive relationship between promotion practices and perceived performance of employee. The finding of Sajuyigbe *et al* (2013) agreed with other researchers that many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment. They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease and if organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

Supervision

Brunetto and Farr-Wharton (2002) concluded that supervision of the immediate manager increases the level of job satisfaction and performance. The productivity and performance of subordinates can be improved with managerial actions and supervision. Sajuyigbe, Olaoye and Adeyemi, (2013) noted that recognition of the achievements by the supervisors leads toward job satisfaction and performance. Similar result was reported by Okpara (2004) that supervision plays significant roles in job satisfaction and performance. Ojokuku and Sajuyigbe, (2009) also noted that productivity and performance of the subordinates is significant toward the managerial actions and supervision of the workers.

Working Environment, Communication and Commitment

Previous studies have shown how working environment and communication separately or simultaneously, can nurture staff satisfaction; the absence of which would lead to a reduced organizational commitment (Moser, 1997). This is corroborated by the study done by Adio and Popoola (2010) on the relationship between job satisfaction and career commitment of librarians in Nigerian federal university libraries; the authors attempt to get an insight into the dissatisfaction of the library users and managers regarding the issues of insufficient funding, lack of promotion and recognition, and poor condition of service. The study shows that job satisfaction as well as the demographic attributes of the respondents has a significant impact on career commitment of the librarians. The authors thus suggest that the library managers and administrators would do well in formulating sound policies vis-à-vis adequate working facilities, conducive working environment, and various work incentives, such as provision of car and housing loans, study leave allowance, etc. that would improve job satisfaction resulting into enhanced career commitment of the librarians. The fact that the declining organizational commitment is likely to be a precursor to their quitting the jobs (Alexander, Lichtenstein and Hellman, 1997) is supported by Burd (2003), according to whom, the librarians in organizations that cultivate participatory management, open communication, and relationships built on honesty and trust, are more satisfied, more committed and less likely to leave.

Spector,(2008) found that work environment is an important determinant of job satisfaction and performance of employees. Working condition was also found to be better determinant of job satisfaction and performance by the researchers (Reiner and Zhao, 1999). Luthans, (1998) has the same view that working conditions has a moderate impact on the employee's job satisfaction and performance. Luthans, (1998) said that if working conditions are good, for instance – clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction.

ICT Infrastructures

The new developments and trends in technologies emphasize the need for academic institutions to set goals for staff development for their enhanced satisfaction on their jobs by providing opportunities for continuous professional development (CPD) and training in the workplace (Todaro and Smith, 2006). The study by Adanu (2007) reveals a concord among the managers and the staff in that the respondents on both sides agree to the fact that the active involvement in ICT enhances their job satisfaction, competence and career advancement. The study done by Cossham and Fields (2007) on the library staff in New Zealand is of the same opinion that library personnels knowledge of ICT enhances satisfaction and personal growth. This would come in line with that of Pors (2005) performed on Danish library managers; though their working environment has undergone a rapid change resulting in a increased sense of job security, about half the respondents express their high satisfaction with their jobs. In the case of developing countries, Bii and Wanyama (2001) examine the impact of automation on the job satisfaction among librarians in Kenya. According to the authors, the staff members view automation as enrichment and a source of satisfaction to their jobs.

Growth and Development

This means the need to know more than yesterday, to put new knowledge into context and to maintain one's individuality even when under pressure (Morrison, 1993). Growth and development of library personnel are of importance to the organization in order to ensure achievement of organizational goals. Marriner-Tomey (1996) saw staff development as continuing liberal education of the whole person to develop his or her potential fully. Managers of institutions are there to identify staff development needs in relation to organizational needs. This will promote personal and professional growth. Staff development will increase employee's ability to perform in their current job as well as in their future jobs. To emphasize the latter, an employee that has the necessary knowledge and skills feels comfortable because he is geared with the knowledge and skills and can take good decisions when faced with the job related problems. Organizational climate must also be characterized by good interpersonal relationships among employees in order to facilitate growth and development. Clear work procedures and work policies direct the employee's actions and contribute to satisfaction because he knows what is expected of him. Promotional opportunities also play a major role in an employee's development because an employee develops personally and professionally as he climbs the ladder of success.

Job Dissatisfaction and Causes of Job Dissatisfaction

According to Morrison (1993), dissatisfiers are present in the organization. Herzberg called them hygiene or maintenance factors because they are motivated by the need to avoid unpleasantness. Marriner-Tomey (1996) admitted that dissatisfaction occurs when people perceive that they are being treated unfairly with salaries, benefits, incentives, job security, supervision and poor interpersonal relationship. When people are highly motivated and find their job interesting and challenging, they will tolerate dissatisfaction (Chung, 1997). A reward system that is not clear to all employees leads to dissatisfaction; hence it is important for employees to know the criteria and procedures that are followed in rewarding them for their good work. Marriner-Tomey further stresses that poor planning, poor communication, inadequate explanations of decisions affecting jobs, unclear rules and regulations, unreasonable pressures, excessive work, understaffing, uncooperative heads of departments/units, non-academic duties are all sources of dissatisfaction within the organization. Chung (1997) again sees dissatisfaction as arising from two aspects – external and internal barriers. This means that job dissatisfaction can arise from the individual himself. The internal barriers include intelligence – this is necessary for a person to be able to make decisions in his or her place of work, and skills – this refers to the ability of the employee to perform the job by using acquired skills. The employers have the responsibility of ensuring that each employee has the skill to perform his job because lack of training for the job leads to frustration especially when a person cannot perform the job for which he is hired. Low salaries promote job dissatisfaction and can act as motivator if employees feel they are being adequately paid. Chung (1997) listed the following as barriers leading to dissatisfaction within the organization:-

Organizational Structure: Every organization has its structure and this organizational structure can consist of human resources policies that play a major role in attracting and satisfying employees. A mismatch can hamper the attainment of both personal and organizational goals thereby leading to dissatisfaction (Gerber et al.1998).

Rule, Regulation and Policies: All these if consistently applied and not made known to employees can cause misunderstanding in the workplace and contribute to feelings of bias, preferential treatment and unfairness (Marriner –Tomey, 1996).

Supervision and Leadership: Effective supervision and leadership in an organization should help employees in performing their jobs because where good supervision exists, employees are made aware of their strengths and weaknesses and necessary assistance would be put in place to improve their performance. Where supervision is not in place, employees tend to feel lost in their workplace. Due to lack of direction, they become dissatisfied especially where the supervisor lacks assertiveness, unwilling to make decisions and if supervisors lack planning skills (Gerber et al, 1998).

Work Groups: The groups are formed in the work place to make-work interesting and to promote creativity or share ideas. These work groups can also lead to job dissatisfaction if there is poor working relationships between colleagues (Gerber et al, 1998).

Interpersonal Conflicts: Interpersonal conflicts do arise within the work environment, which lead to job dissatisfaction. Lack of friendliness and team spirit among employees contribute to job dissatisfaction. Conflicts in the work situation can be as a result of managerial support, lack of participation in decision-making and too much responsibility (Booyens, 1998).

Poor Work Environment: This causes dissatisfaction because employees find it difficult to carry out their work under dirty, noisy and unsafe surroundings.

Relationship between job satisfaction and organizational commitment

A number of previous researchers have reported mixed findings on the relationship between motivation, job satisfaction and organizational commitment. For instance, A study conducted by Dirani and Kuchinke (2011) produced results indicating a strong correlation between job satisfaction and job commitment and that satisfaction was a reliable predictor of commitment. According to the study conducted by Gunlu, Ebru; and Aksarayli, (2010) on Job satisfaction and

Organizational commitment of hotel managers in Turkey, the findings indicate that extrinsic, intrinsic and general job satisfaction has a significant effect on commitment. Loui (1995) examined the relationship between job satisfaction and organizational commitment among 109 workers and reported that there are positive relationship between organizational commitment and job satisfaction. A study by Rajendran and Raduan (2005) showed the same result that is job satisfaction has a positive influence on affective and normative commitment. However, Curry, Wakefield, Price and Mueller (1986) found no significant relationship between job satisfaction and organizational commitment. Also Tella; Ayeni; and Popoola (2007) conducted a study on Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. The findings of this study revealed that a correlation exists between perceived motivation, job satisfaction, and commitment, but correlation between motivation and commitment was negative.

Past research has found a positive correlation between job satisfaction and organizational commitment (Mathieu & Zajac, 1990). Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. This thought process assumes that an employee's orientation toward a specific job precedes his or her orientation toward the entire organization. The significance and importance of the concept of organizational commitment in terms of leading to beneficial organizational and desirable outcomes such as increased efficiency in carrying out duties, in other words productivity, reducing absenteeism and turnover, has been documented by many studies. Most of the studies (Awan & Mahmood, 2010; Pervin, 2012; Ullah, 2012) with reference to Pakistan found job commitment and satisfaction in relationship with leadership style and organizational culture. Awan, and Mahmood (2010) found that commitment of librarians in achievement culture is higher than the bureaucratic culture. Relationship between job satisfaction and organizational commitment of female college librarians was studied by Pervin, L. (2012). Among nine aspects of job satisfaction, three ranked high than others i.e. Coworkers, Supervision and Nature of work.

Methodology

This study was a survey carried out among library personnel in Laz Otti memorial library in Babcock University and library personnel in Obafemi Awolowo College of Health Library, Sagamu. A total of 34 respondents made the population for the study. A total enumeration sampling technique was used for the selected sample because the population is homogenous. The instrument used for the study was a structured questionnaire. It's divided into three parts. Section A has 5 items and it dealt with the bio-data of the library personnel which included the age, sex, institution, educational level. Section B comprised of 10 items necessary for eliciting information on the level of job satisfaction of the library personnel. This section was adopted by the researcher using Job descriptive index (JDI) developed by Smith, Hulin and Kendall (1969) which is a standard tool as a guide. This has been applied in many researches to measure job satisfaction. Respondents will be required to rate on 5-point likert scale from Strongly Agree to Strongly Disagree. Section C comprised of 20 items necessary for eliciting information on the level of organizational commitment of library personnel this section was adapted from organizational commitment questionnaire (OCQ) by Mooday, Steer, and Porter (1979). Respondents will be required to rate on 5-point likert scale from Strongly Agree to Strongly Disagree. Descriptive and inferential statistics was employed to analyze the data using the Statistical Package for Social Science (SPSS). The analysis included the use of frequencies, percentages and regression statistics analysis. A total of 29 questionnaires were retrieved giving a response rate of 85%.

Results

Table 1: Demographic distribution of respondents.

Variable	Option	Frequency	Percent
Institution	BU	21	72.4
	OACHLS	8	27.6
	Total	29	100.0
Age Bracket	21- 30	13	44.8
	31-40years	3	10.6
	41 and above	13	44.8
	Total	29	100.0
Gender	Male	11	37.9
	Female	18	62.1
	Total	29	100.0
What is your highest academic qualification?	SSCE	5	17.2
	OND	9	31.0
	HND	3	10.3
	BSC	6	20.7
	MIRM / MSC	4	13.8
	PHD	2	6.8
	Total	29	100.0
How long have you been with your institution?	0-5years	17	58.6
	5 – 10 years	7	24.1
	10 – 15 years	3	10.3
	15 years and above	2	6.9
	Total	29	100.0

Table 1 shows the frequency and percentage distribution of respondents by institution, age, gender and length of service. The result shows that Laz Otti memorial library had the higher number of respondents (72.4%, 21). About (44%, 13) were between the ages of 21 and 30 years and most were female (62.1%, 18). Majority of the respondents were junior staff with OND qualification (31.0%, 9). Respondents who have spent between 0 – 5 years working in the library were the highest in number (58.6%. 17).

Objective 1

What is the level of job satisfaction among library personnel in selected libraries in Ogun State?

Table 2: Assessment of the level of Job Satisfaction of library personnel

S/N	JOB SATISFACTION	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)
1	I am satisfied with the physical environment of the library I am working for	16 (55.2)	7 (24.1)	3 (10.3)	3 (10.3)	
2	I get due promotions timely	14 (48.3)	10 (34.5)	1 (3.4)		4 (13.8)
3	I think my performance on the job is being evaluated fairly.	10 (34.5)	14 (48.3)		3 (10.3)	2 (6.9)
4	I am satisfied with the total compensation package I receive from this organization.	7 (24.1)	17 (24.1)	1 (3.4)		4 (13.8)
5	I am satisfied with my pay considering my level of education	1 (3.4)	16 (55.2)	4 (13.8)	4 (13.8)	4 (13.8)
6	I have the necessary skills to do my job	1 (3.4)	12 (41.4)	6 (20.7)	5 (17.2)	5 (17.2)
7	I am satisfied with the social status of a library personnel	1 (3.4)	8 (27.6)	11 (37.9)	4 (13.8)	5 (17.2)
8	I am satisfied with the level of progress I have made in the organization so far.	15 (51.7)	13 (44.8)		1 (3.4)	
9	I have a clear understanding of the organizations goals, visions and objectives.	11 (37.9)	15 (51.7)	3 (10.3)		

Table 2 above shows the level of job satisfaction of the library personnel from both academic institutions. The result shows (89.6% 26) respondents confirmed that they have a clear understanding of the organizations goals, visions and objectives. (82.8%, 24) agreed that they get due promotions timely and feel their performance on the job is fairly evaluated fairly. Subsequently, (76.3%, 23) are of the opinion that they are satisfied with the physical environment of the library they are working for. However (48.2%. 24) respondent are of the opinion that they are satisfied with the total compensation package they receive from the organization. (44.4%, 13) of the respondents agree that they are satisfied with their payment considering their level of education. Lastly, only (30%, 9) agreed that they are satisfied with the social status of the library.

Objective 2

What is the current level of organizational commitment among library personnel in selected libraries in Ogun State?

Table 3: Assessment of the level of organizational commitment of library personnel

S/N	AFFECTIVE ORGANIZATIONAL COMMITMENT	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)
1	I would be happy to spend the rest of my career in this library.	8 (27.6)	11 (37.9)	5 (17.2)	2 (6.9)	
2	I do feel 'part of family' in this library	5 (17.2)	17 (58.6)		6 (20.7)	1 (3.7)
3	I really feel as if this library's problems are my own	11 (37.9)	12 (41.4)	4 (13.8)		2 (6.9)
4	This library is of a great deal of good to me	11 (37.9)	14 (48.3)	1 (3.4)	2 (6.9)	1 (3.4)
5	I do feel emotionally attached to this library	10 (34.5)	14 (48.3)	2 (6.9)	3 (10.3)	
6	I do feel a strong sense of belonging in this library.	9 (31)	15 (51.7)	4 (13.8)		1 (3.4)
7	I enjoy discussing my library with people outside it.	11 (37.9)	16 (55.2)		2 (6.9)	

	CONTINUANCE ORGANIZATIONAL COMMITMENT	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)
	I feel that I have too few options to consider leaving this library.	7 (24.1)	10 (34.5)	2 (6.9)	7 (24.1)	3 (10.3)
	Right now, staying with this library is a matter of necessity as much as desired.	2 (6.9)	10 (34.5)	4 (13.8)	6 (20.7)	7 (24.1)
	One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice	5 (17.2)	12 (41.44)	1 (3.4)	8 (27.6)	3 (10.3)
	Too much in my life would be disrupted if I decide to stop working for this library.	1 (3.4)	6 (20.7)	1 (3.4)	11 (37.9)	10 (34.5)
	I am afraid of what might happen if I quit my job without having another one lined up.	5 (17.2)	6 (20.7)	8 (27.6)	8 (27.6)	2 (6.9)
	It would be very hard for me to stop working for this library, even if I wanted to.	1 (3.4)	6 (20.7)	9 (31)	9 (31)	4 (13.8)
	One of the few serious consequences of leaving this library would be scarcity of available alternatives.	1 (3.4)	6 (20.7)	11 (37.9)	8 (27.6)	3 (10.3)

	NORMATIVE ORGANIZATIONAL COMMITMENT	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)
	If I get another offer for a better job elsewhere I will not feel it was wrong to stop working for this library	12 (41.4)	6 (20.7)	6 (20.7)		5 (17.2)
	Things were better in the days when people stayed with one library for most of their career	6 (20.7)	10 (34.5)	6 (20.7)	2 (6.9)	5 (17.)
	I was taught to believe in the value of remaining loyal to one library.	1 (3.4)	13 (44.8)	5 (17.2)	2 (6.9)	8 (27.6)
	I do believe that a person must always be loyal to his/her library	9 (31)	13 (44.8)		4 (13.8)	3 (10.3)
	I do believe that a person must always be loyal to his/her library	9 (31)	13 (44.8)		4 (13.8)	3 (10.3)
	I think people these days move from working for one library to other libraries.	12 (41.4)	9 (31)	5 (17.2)		3 (10.3)

Results on table 3 reveal the three different categories of commitment which are affection, normative and continuance organizational commitment. From the results on the table for affective commitment, Majority

(75.8%, 22) respondents agree that they feel like part of the family in the library. Further, (73.9%, 23) feel that the library's problems are also their own. (65.5%, 19) of the respondents agreed that they would be happy to spend the rest of their career in the library. From the results on the table for continuance organizational commitment, (65.5%, 19) agreed that they have few options for leaving their libraries. Less than half of the respondents (43.16%, 117) agreed to the fact that one of the major reasons they continue to work for the library is that leaving would require considerable personal sacrifice. A total of (41.4%, 12) think that staying with the library is a matter of necessity as much desired. From the results on the table for normative commitment, (62.1%, 18) of the respondents are of the opinion that If they get another offer for a better job elsewhere they will not feel it was wrong to stop working for their present work place. (54.5%, 16) of the respondents think that things were better in the days when people stayed with ones library for most of their career. (48.2%, 14) agreed to the fact that they were taught to believe in the value of remaining loyal to their work place.

Test of Hypothesis

H_0^1 : Job Satisfaction does not significantly predict Organizational Commitment among library personnel in selected academic libraries in Ogun State.

It is therefore specified as:

$$Y = \beta_0 + \beta_1 X + \mu$$

Where,

Y = Organizational Commitment (dependent variable) ----- (OC)

β_0 = constant.

β_1 = co-efficient of the independent variable (Job Satisfaction) ----- (JS).

μ = Stochastic Variable.

$$OC = \beta_0 + \beta_1 JS + \mu$$

From the model stated above, the apriori expectation is that there is a positive relationship.

Regression Summary

Variable	Coefficient	Std. Error	t- Statistics	Prob.
(Constant)	.952	.072	13.197	.000
Job Satisfaction	.076	.051	5.498	.003
R-Square	0.697			
Adjusted R-Square	0.691			
F-statistics	12.245			
Prob. (F-statistics)	0.002			

The table reveals a simple regression result on job satisfaction and organizational commitment among library personnel in academic libraries in Ogun using the primary data collected from the respondents. From the analysis it is revealed that there is a positive relationship between job satisfaction and organization commitment and this is in line with the apriori expectation. The t-statistics revealed that job satisfaction is significant at 5.498. The R- Square of 0.697 reveals the explanatory power of job satisfaction on the organizational commitment; the result shows that 1% variation on organizational commitment is explained by organizational commitment. The Adjusted R² of 0.691 shows that having removed the influence of a number of included explanatory variables, the model is a good fit and the dependent variable is explained by (69.1%), hence in terms of goodness of fit, we can say that the test is conclusive. The F-statistic reveals that the parameter of the general model is significant at 0.001 which is less than 0.05 level of significant. This means that the parameters, b_0 , and b_1 , are statistically significant in explaining the organizational commitment. Hence, the null hypothesis is rejected. This finding affirms previous studies (Testa, 2001; Buitendach & de Witte, 2005, suma and lesha, 2013) which all revealed a positive relationship between job satisfaction and organizational commitment.

Conclusion / Recommendations

This study identifies some of the sources of dissatisfaction and points out areas of satisfaction of library personnel. By using the results of this study, library managers should address the areas of dissatisfaction and capitalize in the areas of satisfaction. Library managers need to work hand in hand with the human resources department to attract, select, recruit and retain library personnel that will be ready to be committed to their jobs. Necessary steps that will enhance job satisfaction and commitment should not be over looked. Therefore, it is imperative that academic libraries pay close attention to the predictors of job satisfaction and organization commitment by:-

- a. Adequate training should be given to library personnel irrespective of their qualification.
- b. Promotion should be on timely basis so that library personnel will not feel static.
- c. The salary package should be measurable to other academic institutions.
- d. Library managers should work hand in hand with human resources department in attracting, selecting,

- recruiting and retaining staff.
- e. Communication in the library should not be one-way but two-way and there should be open door policy.
 - f. The ICT infrastructures in the library should be up to date and personnel should be trained on how to use them and train users.
 - g. The library environment should be conducive and not chocked up and crowded.
 - h. Supervisors should allow their subordinates to use their initiatives.

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