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Organizational Commitment among University Library Personnel: A Demographic Analysis

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Abstract

Employee commitment is considered an important factor in determining the continuing existence of any organization. However, the discourse on whether employee commitment is a derivative of the individual characteristics has remained resolute with limited empirical evidence in the education sector especially with reference to librarianship. This study, therefore, assessed the organizational commitment (affective, continuance, and normative) based on employees' demographic profiles (age, gender, marital status, and years of experience) in public university libraries in South-South, Nigeria. A cross-sectional survey research design was adopted for this study. Validated and reliable copies of a questionnaire were used to gather data from four hundred library personnel in sixteen public university libraries in South-South, Nigeria. The IBM SPSS version 21 was used to conduct the statistical analysis. The result from the descriptive analysis indicated a high level of library personnel commitment (mean = 3.50), while result from the t-test and one-way ANOVA test indicated that there were no significant differences in the library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience. However, there was a significant difference in the affective commitment of library personnel based on their years of experience. This study, therefore, concludes that years of work experience in the organization have an impact on the affective attachment of the library personnel to the organization. It is there recommended among others that management should pay attention to policies geared towards improving employee commitment to the organization.

Keywords: Demographic variables, Employee commitment, Library personnel, Universities

Introduction

Most service-oriented organizations including university libraries have recognised that commitment of workforce is essential in the achievement of the organizational success. Employee commitment incorporates a mind-set, which demonstrates employees' dedication and attachment

to their organization (Clarence & George, 2018). Commitment have been found to be related to a variety of work-related outcomes such as increased quality service delivery, employee performance, organizational effectiveness, and reduced turnover and withdrawer cognition (Lee & Chen, 2013; Shahid & Azhar, 2013, Hafiz, 2017). More so, commitment is very important in today's competitive information service delivery environment as university libraries are trying to keep pace and compete with alternative online information providers. In order for libraries to justify their relevance in the university community, committed employees are required to achieve success in attaining their goals.

According to Idris and Usman (2018), committed employees are acknowledged as the primary asset of any organization and outcome of their inputs are evident in the productivity and quality of services rendered in such organization. As such, interest of scholars has been drawn to factors that could affect employee commitment in workplace. Such factors are work context(work environment, organizational culture, perceived organizational support and leadership style; Aina, Adeyeye, & Ige, 2012;Nartey, Annan, & Nunoo, 2018; Aranki, Suifan, & Sweis, 2019) and job content such as job design and job characteristics or enrichment (Obi-Nwosu, Joe-Akunne, & Oguegbe, 2013; Faraji, Ramazani, Hedaiati, Aliabadi, Elhamirad, & Valiee, 2015), without much attention to personal characteristics such as gender, age, marital status, and years of work experience.

Despite its importance in literature, the analysis of literature reveals that there is insufficient research regarding the role of demographic characteristics on employee commitment in the field of librarianship, especially in academic library, much less in the Nigerian context. The present study would attempt to contribute to commitment and library management literature by examining the demographic analysis of Library personnel as it pertains to their commitment. Demographic characteristics in most scholarly works are described by age, gender, marital status, job status, tenure, educational level and years of experience (Okonedo, Popoola, Emmanuel, & Bamigboye, 2015). It is based on the above that this study was designed to determine if there is a significant difference in the mean score of library personnel commitment (affective, continuance, and normative) when grouped according to their demographic profile.

Literature Review

Employee commitment is important to achieving competitive edge (Ogunjinmi, Onadeko, & Ladebo, 2014). This is evident in the amount of research conducted on employee commitment over the years. Eleswed and Mohammed (2013) admitted that employee commitment is a precondition for work attitudes. Hence, employee commitment has been conceptualised and operationalised by researchers and scholars not only in different ways, but also the various aspects of it. Conceptually, Meyer and Herscovitch (2001) see commitment as a specific mind-set conceived by individuals in workplace that compel them toward a course of action. Karami, Farokhzadian and Foroughameri (2017) described employee commitment as involvement in a particular organization and beliefs in the organization's values and goals, sense of loyalty to the organization, heartfelt inclinations, moral obligations and sense of need to stay in the organization.

While examining the perspectives of the construct of employee commitment, Ajayi (2017) and

Shiu, Jiang, and Zaefarian (2014) noted that behavioural and attitudinal are two broad perspectives of commitment that has dominated the literature over the years. The manifestation of attitudinal commitment is attributable to the convergence of values and goals that develops prospectively (Bone, 2018). This approach to employee commitment emphasises the nature of the identification process by which employees become mutually bond with the organization (Menezes et al., 2015). From a behavioural approach, commitment is conceived as a state of being in which an individual becomes bound by his actions and it is by these actions that his activities and involvement are sustained (Tella, Ayeni & Popoola, 2007). In addition, it has to do with the apparent manifestations of relationship continuation and associated investments (Shiu et al., 2014). According to Al-Jabari and Ghazzawi (2019), it relates to the process by which individuals become 'locked' in a certain organization and the way they deal with organizational circumstances.

In academic literature, different dimensions and measurement of employee commitment have emerged. For instance, Jaros et al. (1993) categorised employee commitment into three namely affective, continuance and moral respectively; Etzioni (1961) and Zangaro (2001) (alienative commitment); Gutierrez, Candela and Carver (2012) and Mercurio (2015) (cohesion, continuance and control commitment); Brockner, Senior and Welch (2014) (value, effort and retention commitment). These dimensions of commitment do not enjoy wider acceptability by researchers as compared to the components postulated by Meyer and Allen (1991, 1993 & 1997). In fact, the most popular conceptualisation or categorisation of commitment that has received the most research attention as argued by most authors (Jaros & Culpepper, 2014; Dinc & Plakalovic, 2016; Yoon, Han, Sung, & Cho, 2018; Oyinlade, 2018) are affective, continuance and normative proposed by Meyer and Allen (1991, 1997). Meyer and Allen (1997) argued that these three dimensions of commitment are independent of each other.

Affective commitment

Affective commitment is defined as an employee's emotional attachment to, and involvement with an organization (Meyer & Allen, 1990). It develops because of the attraction of the employee to the objectives and values of the organization. Employees with strong affective (emotional ties) commitment continue being members with such organization not only because they need to, but truly want to do so and they perceive the organization as part of them (Unguren & Ehtiyar, 2016; Zeb-Obipi & Agada 2017; Ebikeseye & Dickson, 2018). As explained by Oyinlade (2018), the decision to become affectively committed to an organization develops over time through positive organizational experiences.

Continuance Commitment

Dey, Kumar and Kumar (2014) referred to continuance commitment as reflecting a "tendency of an individual to engage in consistent lines of activity based on his/her recognition of the costs (or lost side bets), which includes perceived loss of personal investments and limited employment alternatives, associated with discontinuing the activity" (p. 284). Gangai and Agrawal (2015) noted that individuals with continuance commitment finds it difficult to give up his organization because of fear of the unknown 'opportunity cost' of leaving the organization or having few or no alternatives.

Normative Commitment

Normative commitment is the extent to which employees feel morally committed to stay in the organization (Balassiano & Salles, 2012). This form of commitment develops by virtue a sense of indebtedness (i.e. a felt debt arising from investments made by the organization in the individual) to their organizations and this triggers in them a sense duty and responsibility toward the organization (Suma & Lesha, 2013; Zeb-Obipi & Agada, 2017; Onu et al., 2018). The feelings of obligation arising from the sense of indebtedness may continue until the employees feel that they have “paid back” the debt (Agada & Zeb-Obipi, 2018).

Theoretically, the commitment variable in this study is anchored on the Three-Component Model (TCM) of organizational commitment postulated by two Canadian scholars Meyer and Allen in 1991. The TCM remains the most widely recognised and enduring multidimensional conceptualisation in the field of commitment (Noraazian & Khalip, 2016). Meyer’s and Allen’s model of commitment is used till date to explicate psychological bond between an employee and his or her employing organization. Meyer and Allen’s model indicates that these three mind-sets (affective, continuance and normative) can have implication for behaviour and well-being of employees (Meyer & Morin, 2016).

Hypotheses development

Researchers (Affum-Osei, Acquah, & Acheampong, 2015; Jena, 2015) over the years have shed light through their various studies on employee commitment from the lens of demographic factors (age, gender, marital status, and years of experience) and divergent results have been reported.

Age is a time-based factor that could play an important role in individuals’ behaviour and attitude. Yucel and Bektas (2012) noted that age is an important measure of time that can be useful in determining positive organizational outcomes such as organizational commitment. The relationship between age and employee commitment have been reported in the literature with inconsistent results. While some scholars reported that employee commitment differs with age (Amangala, 2013; Khan & Zafar, 2013; Jena, 2015; Ajayi, 2017), others found no difference in employee commitment in terms of age (Sepahvand, Atashzadeh-Shoorideh, Parvizy, & Tafreshi, 2017). Eleswed and Mohammed (2013) and Salami (2008) found in their separate studies that older workers were more committed to the organization than the younger workers. Specifically, Eleswed and Mohammed (2013) found that employees whose ages were more than 60 tend to have a higher level of commitment than the ones whose ages were less. The authors explained the result to be due to the fact that older employees might be less enthusiastic than the younger employees to search for new jobs and move to new locations. On the contrary, Akinyemi (2014) who studied the influence of age on commitment of bankers found that older employees do not show more commitment than younger employees. Hence this study proposes that:

H₀1: Employee commitment by their dimensions (Affective, Continuance and Normative commitment) do not differ significantly based on age group

Earlier studies found significant differences in the commitment of employee based on gender (Khan, Khan, Khan, Nawaz & Yar, 2013; Jena, 2015; Agyeman & Ponniah, 2014; Kumasey, Delle, & Ofei, 2014), which also indicate that gender matters in predicting employee commitment. Other researchers found no significant difference in commitment in terms of gender (Jaron, Sandoval, & Garcia, 2015; Tikare, 2016; Azeez, Adenekan, Rufai, & Yahya, 2016; Ajayi, 2017, Acvi & Erdem, 2017), inferring that there is no difference between male and female in terms of their commitment to their organization. Furthermore, some studies discovered that males are more committed to their organization compared to female (Kumasey, Delle, & Ofei, 2014). On the contrary, others found that female are more committed to their organization than male (Forkuoh, Affum-Osei, Osei, & Addo Yaw, 2014; Jena, 2015; Messner, 2017). In order to determine if male and female library personnel differ in their commitment levels, the study therefore hypothesizes that:

H₀2: Employee commitment by their dimensions (Affective, Continuance and Normative commitment) do not differ significantly based on gender

Marital status is the condition of being married or unmarried of a male or female (Rabindarang, Bing, & Yin, 2014). Marital status such as single, married, separated, divorced and widowed has been used in several studies as demographic factor. Studies have reported that marital status is associated with organizational commitment. Kim and Kim (2017) reported that married women were more committed to their organization than single women because of their presumed responsibilities to provide financial support for their family. Similar result was also reported by Affum-Osei et al., (2015) in a study that involved 206 employees from ten branches of a commercial bank in Ghana. The authors found that married people are more committed as against single people. Contrarily, there are studies that reported no difference in commitment in respect to marital status. For instance, Tikare (2016) in his study of Para-medical staff found that there is no significant difference in total score of commitment, affective, continuance and normative commitment with reference to marital status. Similarly, Acvi and Erdem (2017) reported that no statistically significant difference was found in the affective, continuance and normative commitment level of 336 security employees with reference to marital status. Moreso, Clarence and George (2018) examined the organizational commitment of the teachers of Catholic colleges in Bangalore based on their demographic characteristics. The author found no difference between the way married and unmarried teachers are attached to the organization. The study therefore hypothesizes that:

H₀3: Employee commitment by their dimensions (Affective, Continuance and Normative commitment) do not differ significantly based on marital status

Years of experience was another demographic factor considered by scholars as possible predictor of employee commitment. Examining the differences in employee commitment with respect to years of experience, Radosavljevic, Cilerdzic and Dragic (2017) found that there are significant differences in the affective, continuance and normative commitment of employees based on their years of experience in the organization. Similarly, Sujatha, Swathi and Seema (2013) found that employees with 0-5 years of experience have more of continuance commitment, while employees with 6-15 years of experience had more of affective commitment. On the contrary, findings from the survey conducted by Azeez, Adelekan, Rufai and Yahya (2016) revealed that university staff affective, continuance and normative commitment were not affected by the university staff years

of experience. This study therefore proposed that:

H₀4: Employee commitment by their dimensions (Affective, Continuance and Normative commitment) do not differ significantly based on years of experience

Methodology

Design: The study adopted cross-sectional survey design using a population of five hundred and fifteen library personnel (librarians and library officers) in public university libraries in South-South region of Nigeria.

Instrument: The instrument used was questionnaire and it was divided into two sections. Section one, participants were asked to provide information on their age, gender, educational qualification, years of experience as a measuring scale for demographic characteristics. In section two, participants were requested to rate their level of is commitment (affective, continuance and normative) on a five-point Likert-type scale of : 5-very high; 2- high; 3-moderate; 2- low; 1- very low, developed by Meyer and Allen (1997). The validated and reliable instrument consists of 24 items, 8 each for affective, continuance and normative commitment. Higher scores in the employee commitment scale depicted greater presence of the variable. In order to establish the psychometric properties of instrument, the pilot test was conducted, which determined the validity and reliability of the instrument. To be precise, the face, content and construct validity were established. The face validity was determined by experts in the fields of library and information science and management science, and items in the instrument were certified valid. Exploratory factor analysis (EFA) through principal component extraction method was used to statistically measure construct validity of the instrument. The Cronbach alpha coefficient value for the Employee Commitment scale (24 items) was 0.87; Affective, Continuance and Normative Commitment were 0.88, 0.74 and 0.70 respectively, indicating strong reliability according to Livingstone (2018).

Data collection: The questionnaire was administered by the researchers with the assistance of two research assistance. 515 copies of questionnaire were distributed among librarians and library officers, 400 copies of the questionnaire were returned and found usable for the study, as a result 77% response rate was achieved.

Data Analysis Procedures

The IBM Statistical Package for Social Sciences (IBM SPSS) version 25 was used to analyze the data. Descriptive analysis was used to determine the level of employee commitment. Independent sample t-test was conducted to test hypothesis 2 for difference in mean of affective, continuance and normative of library personnel based on gender. Meanwhile, Analysis of Variance (ANOVA) was employed to test hypotheses 1, 3, & 4 for difference in mean of affective, continuance and normative commitment of library personnel based on age, marital statues and years of experience. A p-value of less than 0.05 was considered significant. Organizational commitment mean was rated as 1-1.49= very low level; 1.5-2.49 = low level; 2.5-3.49 = moderate level; 3.5-4.49 = high level; 4.5-5.0 = very high level.

Findings and Interpretations

Background details

Out of 515 respondents, 400 responded, yielding a response rate of 77.7%. The descriptive analysis revealed that 225(56.25%) of the participants were female, while 175(43.75%) were male. This also suggests that there are more female library personnel in the public universities surveyed in South-South Nigeria. Majority of the participants were married (75.75%), followed by respondents who were singles 81 (20.25%), the least represented were the widowed 01(0.3%). The large number of married people in this study may imply a lot of family responsibilities and commitment which may further cause library personnel to commit to their jobs.

Over 83% of the participants were below the age of 50. As expected less than 20% were 51 years and above. This result revealed that majority of the library personnel in university libraries in South-South were relatively young and still within the active ages and still have more years to spend in their workplace. Of all the participants, 37.8% held Bachelor's degrees. This was followed by those with Master's degree, while a mere 6.75% held PhD degrees. The descriptive statistics also shows that the numbers of library officers surpasses that of the professional librarians in university libraries in South-South.

Over 60% of the participants had 15 years of experience or less. Less than 35% had 16-26 and above years of work experience in the library. The work experience of library personnel as revealed in this study suggests that library personnel in South-South universities in Nigeria are likely to have a good understanding of operations in the library and provide reliable information that would help lead to the achievement of the objectives of this study.

Table 1: showing descriptive statistics for employee commitment and its dimensions

Variables	Mean scores	Standard deviation
Affective commitment	3.86	1.020
Continuance Commitment	3.37	-1.23
Normative Commitment	3.28	1.267
Employee Commitment (Total)	3.50	1.172

Decision rule: 1-1.49= very low level; 1.5-2.49 = low level; 2.5-3.49 = moderate level; 3.5-4.49 = high level; 4.5-5.0 = very high level.

Table 1 depicts the mean of employee commitment and its dimensions. Affective commitment was considered highest with a mean score of 3.86, followed by continuance commitment (mean = 3.37) and normative commitment (mean = 3.28) which were on moderate level. That implies majority of the respondents perceived that they feel a strong sense of belonging in the library. The total commitment mean of 3.50 as seen in table 3 depicts that library personnel commitment to

their library was high. Given that a Five-point Likert scale was used to collect responses for different subscales, a mean range of 2.50-3.49 constitutes the average level of commitment on these subscales. The mean value of total commitment was more than 3.49, hence, the library personnel commitment was considered high.

Hypothesis Testing

Table 2: One-way Analysis of Variance (ANOVA) test for significant differences in organizational commitment dimensions of Library Personnel based on age groups

Dimensions	Age Group (years)	N	Mean	Std. Deviation	F-Cal	P-value
Affective	20-30 years	52	31.21	4.73	2.46	0.06
	31-40 years	166	30.02	5.63		
	41-50 years	112	31.02	6.61		
	Above 50 years	70	32.17	5.41		
	Total	400	30.83	5.81		
Continuance	20-30 years	52	27.19	6.24	0.49	0.79
	31-40 years	166	26.48	6.42		
	41-50 years	112	27.40	6.83		
	Above 50 years	70	26.99	6.70		
	Total	400	26.92	6.55		
Normative	20-30 years	52	26.27	7.33	0.90	0.45
	31-40 years	166	26.15	7.26		
	41-50 years	112	27.03	7.22		
	Above 50 years	70	25.24	7.18		
	Total	400	26.25	7.24		

One way ANOVA was used to assess the differences in the affective, continuance and normative commitment of library personnel on the basis of age group. Findings in Table 2 revealed that affective ($F = 1.597$; $p > 0.05$), continuance ($F = 1.109$; $p > 0.05$) and normative commitment ($F=0.782$; $p > 0.05$) did not show significant difference based on age groups. This result implies that the affective, continuance and normative commitment of young and elderly library personnel do not differ significantly. This is evident from the value of p (0.06; 0.79; 0.45) which was higher than the assumed level of significance. Therefore, hypothesis 1 was accepted.

Table 3: Independent sample t-test showing differences in differences in organizational commitment dimensions of Library Personnel based on gender

Dimensions	Gender	N	Mean	Std. Deviation	Std. Error Mean	t-Cal	P-value
Affective	Male	175	30.95	5.380	.40666	.377	.707
	Female	225	30.73	6.141	.40941		
Continuance	Male	175	27.10	6.544	.49468	.483	.629
	Female	225	26.78	6.565	.43764		
Normative	Male	175	25.81	7.027	.53122	1.075	.283
	Female	225	26.60	7.400	.49333		

Result from the ANOVA test in Table 3 revealed a non-significant difference ($t = 0.377, 0.483,$ and $1.075; p > 0.05$) for affective, continuance and normative commitment respectively based on gender. Hence, hypothesis 2 was accepted. The outcome implied that affective, continuance and normative commitment of library personnel does not differ significantly based on their gender.

Table 4: One-way Analysis of Variance (ANOVA) showing significant difference in commitment dimensions of Library Personnel based on marital status

Dimension	Marital Status	N	Mean	Std. Deviation	Std. Error	F-Cal	P-value
Affective	Single	81	30.59	5.567	.61859	0.476	0.753
	Married	303	30.84	5.948	.34169		
	Separated	6	32.17	2.562	1.04616		
	Divorced	6	30.17	5.811	2.37229		
	Widowed	4	34.25	4.425	2.21265		
	Total	400	30.83	5.814	.29071		
Continuance	Single	81	26.72	6.845	.76057	0.707	0.587
	Married	303	27.00	6.484	.37247		
	Separated	6	24.17	8.134	3.32081		
	Divorced	6	25.50	6.221	2.53969		
	Widowed	4	30.75	2.873	1.43614		
	Total	400	26.92	6.550	.32746		
Normative	Single	81	27.38	7.556	.83953	1.427	0.224
	Married	303	26.02	7.160	.41133		
	Separated	6	21.83	9.745	3.97841		
	Divorced	6	24.83	3.601	1.47007		
	Widowed	4	29.75	3.304	1.65202		
	Total	400	26.2	7.241	.36204		

Table 4 presents the analysis of variance (ANOVA) for organizational commitment dimensions of library personnel in terms of their marital status. Findings indicated that for affective ($F=0.476; p > 0.05$), continuance ($F=0.707; p > 0.05$) and normative ($F=0.707; p > 0.05$), there is no statistically significant differences based on marital status analysis. This means that the three commitment dimensions of library personnel do not differ significantly based on their marital status. This is evident in the values of p (0.5; 0.7; 0.4) which are greater than the level of

significance. Therefore, hypothesis 3 was accepted. In a nutshell, the finding implies that marital status does not make any difference in the commitment level of library personnel.

Table 5: One way Analysis of Variance (ANOVA) showing significant difference in the dimensions of commitment among Library Personnel based on years of experience

Dimension	Experience (years)	N	Mean	Std. Deviation	F-Cal	P-value
Affective	≤ 5	67	29.40	5.472	3.047	0.017
	6-10	108	30.83	5.499		
	11-15	95	30.73	5.721		
	16-20	52	30.19	6.954		
	Above 21	78	32.60	5.501		
	Total	400	30.83	5.814		
Continuance	1-5	67	27.45	6.282	1.914	0.107
	6-10	108	26.98	6.231		
	11-15	95	25.94	6.086		
	16-20	52	25.81	7.373		
	Above 21	78	28.31	7.002		
	Total	400	26.92	6.554		
Normative	1-5	67	26.31	7.278	0.510	0.728
	6-10	108	26.69	7.283		
	11-15	95	25.62	6.899		
	16-20	52	27.06	6.972		
	Above 21	78	25.82	7.803		
	Total	400	26.25	7.241		

Result in Table 5 indicated that affective commitment of library personnel differs significantly based on years of experience ($F = 3.047$; $p < 0.05$). This was in favour of library personnel with 21 years of working experience and above. On the other hand, findings demonstrated that continuance commitment of library personnel does not differ significantly based on years of experience ($F = 1.914$; $p > 0.05$). Findings also showed that normative commitment of library personnel does not differ significantly based on work experience ($F = 0.510$; $p > 0.05$). Therefore, hypothesis 4 was rejected.

Discussion of findings

The study examined the differences in commitment (affective, continuance and normative) level in terms of demographic characteristics among library personnel in public university libraries in South–South, Nigeria. The result showed that library personnel were highly committed. Specifically, while affective commitment was high, continuance and normative commitment were moderate.

Result from the ANOVA test revealed that there are no significant differences in affective, continuance and normative commitment based on age. This is consistent with the studies of Sepahvand, Atashzadeh-Shoorideh, Parvizy and Tafreshi (2017) and Elkhdr and Kanbur (2018), who reported that the level of staff commitment does not vary with age. However, other studies

(Amangala, 2013; Khan & Zafar, 2013; Jena, 2015; Ajayi, 2017) showed that employee commitment and its dimensions differ with age. The result of this present study implies that difference in employee level of affective, continuance and normative commitment is inconsequential in terms of age group. An explanation of this finding could be the lack of employment level in Nigeria which has necessitated every staff whether old or young to be attached to their organization.

Findings demonstrated that there is no significant difference in the library personnel affective, continuance and normative commitment based on gender. This implies that being a man or a woman does not make a difference in their level of emotional attachment to the organization (affective), decision to remain in the organization based on benefits (continuance) or obligation (normative). This finding is consistent with results of the studies conducted by Jafari, Afshin, Jafari and Barzegar (2015); Sepahvand, Atashzadeh-Shoorideh, Parvizy and Tafreshi (2017); Elkhadra and Kanbur (2018). However, result of studies (Jena, 2015; Agyeman & Ponniah, 2014; Kumasey, Delle, & Ofei, 2014) contradicted the present study. This present result could be attributed to the fact that Nigerian society of today is characterised by a relatively equal gender mix in the workplace and offices and the obligation for vocational activities of both men and women in the society (Sepahvard, et al. 2017; Adejugbe & Adejugbe, 2018), thus the result obtained may not be surprising to the researchers.

On marital status analysis, the study demonstrated that affective, continuance and normative commitment of library personnel does not differ significantly based on their marital status. This also implies that marital status does not interfere when it comes to attachment to the organization. In this study therefore, both married and unmarried people were equally committed to the organization. Corroborating this finding are the studies of Tikare (2016); Acvi and Erdem (2017); Clarence and George (2018). Tikare (2016) found no significant difference in affective, continuance and normative commitment of Para-medical staff in relation to marital status. Similarly, Acvi and Erdem (2017) reported that no statistically significant difference was found in the affective, continuance and normative commitment level of 336 security employees with reference to marital status. Moreso, Clarence and George (2018) found no difference between the way married and unmarried teachers of Catholic colleges in Bangalore are attached to the organization. There were also studies that contradicted the present study. For instance, Kim and Kim (2017) reported that married women were more committed to their organization than single women. Similarly, the study of Affum-Osei et al. (2015) found that married people are more committed as against single people among commercial bank employees in Ghana.

The result revealed that there was a significant difference in the affective commitment of library personnel based on their years of experience. This finding is in tandem with the findings of Radosavljevic, Cilerdzic and Dragic (2017) and Sujatha, Swathi and Seema (2013) who demonstrated in their various studies that employees with higher years of experience had more of affective commitment. However, other scholars have reported no significant difference in affective commitment based on the years of experience (Azeez, Adelekan, Rufai and Yahya (2016). The result also revealed that there is no significant difference in the continuance commitment based on years of experience. This implies that the decision as to whether to continue working in the organization because of what to benefit or loss when one quit has nothing to do with years of

experience. This present finding contradicts several findings reported in past studies (Sujatha, Swathi & Seema, 2013, Azeez, Adelekan, Rufai, & Yahya, 2016) who demonstrated that, the longer an employee stays with the organization, the more he feels like remaining in the organization because of fear of losing accumulated benefits and difficulty of getting alternative job. The finding also revealed that there is no significant difference in normative commitment based on years of experience. This research confirmed the findings of Elkhedr and Aimer (2020), however it contradicts the result of the findings of Radosavljevic, Cilerdzic and Dragic (2017) and Sepahvard, et al. (2017), who found that there was a significant difference in normative commitment of employees based on their years of experience in the organization.

Conclusion

The paper examined library personnel affective, continuance and normative commitment based on their demographic characteristics (age, gender, marital status and years of experience) in public university libraries in South-South, Nigeria. Based on the data analyzed and findings established, there are no differences in library personnel affective, normative and continuance commitment based on their demographic characteristics. Meanwhile, it is glaring from the result obtained from this study that library personnel affective commitment differs based on their years of experience. By implication the management in these universities must formulate policies that target employees of different years of experience in order to motivate them. Despite the relevance of this study to university management and researchers in library and information science, this study is not without limitations. One of the limitations is that this study employed cross-sectional survey which only allow one-time collection of data, further research could use longitudinal survey design that allow for data to be collected over a period of time on the same participants. That way the researcher can monitor changes in the participants' commitment level over time based on their demographics. Further research can expand the geographical scope to include other geo-political zones in Nigeria to allow for generalisation of the results. Moreso, further research should include private university libraries to allow for a comparative study.

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