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Correlations between Work Environment, Affective, Normative, and Continuance Commitments of Library Personnel in Public University Libraries in South-West Nigeria

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Abstract

Personnel commitment to their organisations on an emotional, normative, and long-term basis is crucial to achieving organisational goals and objectives. Working circumstances for employees in any business, particularly university libraries are crucial to achieving these levels of dedication. The impact of the work environment on the affective, normative, and long-term commitments of library staff in Nigeria's South-West area was investigated in this paper. A total of 427 people participated in the study. The findings revealed that the work environment is related to affective commitment ($R^2 = .014$; $p.05$), normative commitment ($R^2 = .004$; $p.05$), continuance commitment ($R^2 = .033$; $p.05$), and the entirety of organisational commitment ($R^2 = .021$; $p.05$) of library personnel in government-owned university libraries in Nigeria's South-West. As a result, the discussion concluded that the work environment is critical in ensuring and maintaining library personnel's dedication to their university libraries. It was suggested that the management of the libraries offer a pleasant working environment for library employees. As a result, organisational commitment would improve a positive working environment in all aspects.

Keywords: Work Environment, Affective Commitment, Normative Continuance, Continuance Commitment, University Libraries—Nigeria,

Introduction

Meyer & Allen (1991) established affective, continuation, and normative commitment as the indices of organisational commitment needed to explain the relationship between employees and their employers. The writers of the essay "Three Components of Commitment" saw commitment to an organisation as a psychological condition involving three distinct mechanisms that influence employees' sentiments toward their employers or organisations. Like the job (affective commitment), dread of losing (continuance commitment), and a sense of responsibility to continue are the three components (normative commitment). Affective commitment is defined by the Oxford Review Encyclopaedia of Terms as "a scenario in which personnel have an exciting bond with organisations." Personnel are eager to be a part of their organisations. It defined

perseverance commitment as a commitment motivated by apprehensions or a fear of losing something. It is a state in which employees believe that leaving will cost them more than it will gain them. Remuneration, family ties, prestige, and nostalgia are all examples of loss. The Encyclopaedia defines normative commitment as employees' sentiments of being forced to stay in organisations, their alignment with the organisations' visions, and their ethical and moral obligation. On the subject of library personnel's organisational commitment in university libraries, the three methods must be studied in order.

Allen & Meyer (1990) defined affective commitment as an employee's emotional attachment to, identification with, and caring for a company and its goals. Employees identify with the organization's goals and objectives and consider it their own. Elements that boost emotional commitment, Nazneen & Mohammad (2017), include perceived work features, organisational dependability, and perceived participatory management. Job characteristics include task autonomy, task significance, task identity, skill variety, and supervisory feedback; organisational dependability refers to an employee's belief that the organisation cares about their interests and welfare; and participatory management refers to the level of personnel involvement in the administrative and decision-making processes of the organisation. This is especially true when it comes to employee welfare and other personnel-related issues. Personnel with a high level of affective commitment are more likely to stay with an organisation than those with a low level of affective commitment because they are more aligned with the organization's vision and mission. This is followed by a promise to continue.

Employees' urge to stay there in an organisation due to individual assets and nostalgia is referred to as continuity commitment. Good working connections, anticipated disengagement advantages, retirement savings and career investment, specialised skills acquired on the job, years of work experience, involvement to community activities in the organization's neighbourhood, and age are some of these factors (Ugboro, 2006). Age, professional satisfaction, purpose to leave, and tenure were all identified by Meyer & Allen (1991) as possible markers of continued commitment. Age and tenure can be utilised as predictors of continuous employment because of their responsibilities as a proxy indicator of investment in the organisation. Mayowa-Adebara. (2018), when a person's commitment to stay in a work isn't just based on affective attachment, it's often due to the costs of leaving the company. Employees are more inclined to stay with an organisation if they believe it is helpful. This is when organisational culture comes into play. When committing to a long-term strategy, employee loyalty and retention are critical organisational components to consider.

All three types of commitment share the concept that commitment is a psychological condition that (a) characterises the employee's relationship with the organisation and (b) has implications for the decision to continue or discontinue membership in the organisation. Employees with a strong normative commitment stay because they believe they should, while those with a strong continuation commitment stay because they have to (Meyer, Allen, & Smith, 1993). However, according to Allen and Meyer (1990), these three categories of commitment are

theoretically and practically separate. Despite the fact that emotional and normative commitment appear to overlap in certain ways, they were found to be independent of continued commitment in the majority of cases. As a result, they can be assessed separately.

Work satisfaction has three important qualities, according to Luthans (2006). Job satisfaction refers to how pleased you are with your current position. As a result, rather than being witnessed, it can only be assumed. Job satisfaction is usually determined by how effectively the output meets or exceeds expectations. Job satisfaction refers to a set of attitudes that are the most important aspects of a job and to which people respond positively. Luthans place a high emphasis on the work itself, as well as the pay, opportunities for growth, supervision, and coworkers. Employment satisfaction is described as people's emotional response to their job (Cranny, Smith, & Stone, 1992) and is essentially how much they enjoy their work (Spector, 2008). In polls, people have expressed a need for more than just well-paying jobs. They want employment that is fulfilling, meaningful, enriching, and enjoyable (Naisbith and Aburdene, 1985). When a person appreciates his or her job, there are less reasons to quit than when the person dislikes it.

The word "organisational commitment" can be interpreted in a variety of ways. Buchanan (1974), what keeps the group together is a very personal sense of belonging, attraction, and ownership of collective principles. Three aspects of commitment were stated by him: • participation, which refers to a psychological impression or immersion in the activities of one's professional role; and • loyalty, which refers to affection for the organisation.

Statement of the Problem

Due to mobility and significant turnover, academic libraries in South-West Nigeria appear to have a low level of dedication. Is it possible that they aren't motivated enough to keep their libraries going? An emotional reaction or attitude toward the organisation might be defined as employee commitment. Employee motivation is essential for establishing long-term commitment. As a result, research into the dynamic relationship between employee motivation and organisational commitment in Nigeria's south-west university libraries is required.

Objectives of the Study

- i. To observe how affective commitment affected the work environment of university library staff in South-West, Nigeria.
- ii. To examine if there was a link between continued commitment and the work environment of university library staff in South-West, Nigeria.
- iii. To ascertain the correlations between normative commitment and the work environment of university library personnel in the South-West, Nigeria.

Hypotheses of the Study

For the investigation, the following null hypotheses were developed:

- H₀₁: There is no association between the affective commitments of university library workers in the South-West, Nigeria.
- H₀₂: There is no substantial association between continued dedication and the work environment of university library workers in the South-West, Nigeria.
- H₀₃: Normative commitment is unrelated to the work environment of university librarians in In the South-West, Nigeria.
- H₀₄: Affective, normative, and continuous commitment (organisational commitment) has little combined influence on the work environment of university library workers in the South-West, Nigeria.

Review Related of Literature

Affective commitment, according to Nazneen & Miralam (2017), is defined as employees' expressive attachment to an organisation; normative commitment is defined as employees' sense of ethical commitment to stay with the organisation; and continuance commitment is defined as employees' appreciation of the costs associated with leaving an organisation. Affective commitment, according to the author, is a more valuable aspect in organisational commitment because it influences normative and continuation commitment in some ways. They investigated the level of emotional, continuous, and normative commitment among faculty members at the Technical University in Jeddah, Saudi Arabia, as well as work satisfaction. Faculty members at Technical University have a moderate level of emotional and continuous commitment, as well as a high level of normative commitment, according to the data.

Workers' loyalty to the organisation, alignment with goals and objectives, and readiness to work toward reaching those goals and objectives are all characteristics of commitment, (Atak, 2011). Employees must agree with the library's mission and be enthusiastic about contributing to its success, Ajie, Soyemi, & Omotunde (2015). Many university libraries have put in place initiatives to preserve or boost worker commitment and reduce turnover. This is predicated on the assumption that loyal employees perform regularly and diligently. One such statistic is motivation. According to Ajie, Soyemi, & Omotunde (2015), commitment is essential to academic libraries' continuous existence and realisation of its vision and goal. Employee motivation and organisational commitment were examined in academic libraries in Lagos as part of their research. They discovered that the state's academic libraries have a high rate of employee turnover and mobility. The average level of commitment among library employees is 2.73, with affective commitment (mean = 2.88), normative commitment (mean = 2.82), continuity commitment (mean = 2.48), and personnel motivation (mean = 2.95), according to the data. The authors came to the conclusion that for academic libraries in tertiary institutions to achieve their goals, they need organisational commitment. As a result, library management should develop and implement programmes and policies that will maintain affective commitment while also increasing normative and continuity commitment.

Employee commitment in the Nigerian banking industry was explored by Awolusi (2013). The majority of respondents, particularly younger employees, felt they do not receive

appropriate motivational incentives, according to the data. As a result, they have shown a lack of commitment. Mayowa-Adebara (2018) performed a survey at university libraries in Nigeria's south-west to examine the impact of leadership style, organisational justice, and human capital development on employee engagement. In the study, leadership style, organisational justice, and human capital development were found to influence employee engagement in academic libraries ($F(3,488) = 82.89$, $Adj R^2 = .333$).

Somayyeh, Mohsen, & Zahed (2013) looked at the link between organisational justice and organisational commitment among librarians in Iran's Khouzestan provincial universities, which are part of the Ministry of Science. The 133 librarians who took part in the study in 1993 were polled using Moorman's organisational justice survey and Meyer's organisational commitment survey. Only the mean of procedural justice fell below the average across multiple dimensions of organisational justice, according to the study; the total mean of organisational justice fell below the average. According to a study of data on emotional, normative, and continuance commitment, the outcome of continuance commitment is quite low. On the other side, the total mean of organisational commitment is higher than normal. Organisational fairness and organisational commitment, according to the findings, are intimately intertwined.

Methodology

In this study, a survey research design was adopted. Survey research design is good for acquiring primary data from a large population since it captures respondents' viewpoints on the relevant issue (Akomolafe, 2019). The participants in the study were all university libraries personal in South-West. Nigeria. Such as: Lagos, Ogun, Oyo, Osun, Ondo, and Ekiti are part of the South-West geopolitical zone, which consists of six states: Lagos, Ogun, Oyo, Osun, Ondo, and Ekiti. The public universities owned by the federal or state governments in the zone at the time of the study were fourteen, namely: University of Lagos, Akoka; Lagos State University, Ojo; Federal University of Agriculture, Abeokuta; Olabisi Onabanjo University, Ago-Iwoye; Tai Solarin University of Education, Ijagun, Ijebu-Ode; University of Ibadan, Ibadan; Ladoké Akintola University of Technology, Ogbomoso; Oyo State Technical University, Ibadan; Federal University of Technology, Akure; Adekunle Ajasin University, Akungba; Ondo State University of Science and Technology, Okitipupa; Ondo State University of Medical Sciences; Federal University Oye-Ekiti; Ekiti State University Library, Ado-Ekiti.

Due to the manageable size of the population, a total enumerative survey of the population was done. As a result, the sample size was determined by the total number of professional and paraprofessional library staff at these universities. A questionnaire was devised to collect data for analysing connections between work environment, affective, normative, and continuity commitments of workers in government-owned university libraries in South-West, Nigeria.

Data Analysis

Table 1: Distribution of Questionnaire by the Universities in South-West, Nigeria

State	University Libraries	Year Establishment	Librarians	Library Officers And Support Staff	Total
Lagos	University of Lagos Library, Akoka, Lagos State	1962	19	16	35
	Lagos State University Library, Ojo, Lagos State	1983	12	32	44
Ogun	Federal University of Agriculture Library, Abeokuta, Ogun State ('Nimbe Adedipe Library)	1988	25	13	38
	Olabisi Onabanjo University Library, Ago-Iwoye, Ogun State	1982	16	20	36
	Tai Solarin University of Education Library, Ijagun	2005	7	8	15
Oyo	University of Ibadan Library, Ibadan, Oyo State	1948	29	16	45
	Ladoke Akintola University of Technology, Ogbomoso	1990	20	4	24
	Oyo State Technical University Library, Ibadan, Oyo State	2012	6	6	12
Ondo	Federal University of Technology Library, Akure, Ondo State	1981	17	32	49
	Adekunle Ajasin University Library, Akungba, Ondo State	1999	6	12	18
	Ondo State University of Science and Technology, Library, Okitipupa, Ondo State	2008	5	7	12
	Ondo State University of Medical Sciences Library	2015	3	5	8
Ekiti	Federal University Oye-Ekiti Library, Ekiti State	2011	5	10	15
	Ekiti State University Library, Ado-Ekiti, Ekiti State	1982	13	6	19
Osun	Obafemi Awolowo University Library, Ile-Ife, Osun State	1962	26	15	41
	Osun State University Library, Osogbo, Osun State	2006	10	6	16
	TOTAL		219	208	427

Hypothesis Testing

H₀₁: There is no correlation between the affective commitments of university library personnel in the South-West, Nigeria.

Table 2: Correlation between Affective Commitment and Work Environment

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	76.647	1	76.647	5.424	.001 ^b
Residual	5276.883	426	12.387		
Total	5353.53	427			
Model Summary	R = .120 ^a ; R ² = .014; R ² (adj) = .013				

Table 2 depicts the correlation between emotional commitment and the work environment of librarians in Nigeria's south-west. It implies that the variables have a substantial association (R = .120; R² = .014; R²(adj) = .014; p.05). This means that the affective commitment of library staff in university libraries is determined by their work environment. As a result, the theory is not disproved..

H₀₂: There is no significant relationship between continuance commitment and work environment of university library personnel in the South-West, Nigeria.

Table 3: Correlation between Continuance Commitment and Work Environment

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	387.049	1	387.049	26.474	.000 ^b
Residual	10935.699	426	14.620		
Total	11322.748	427			
Model Summary	R = .185 ^a ; R ² = .034; R ² (adj) = .033				

Table 3 shows the result of the test relationship between continuance commitment and work environment. It indicates a significant correlation between continuance commitment and work environment (R = .185; R² = .034; R²(adj) = .033; p <.05). As a result, the work environment of personnel university libraries in the country's South-West zone determines their continued commitment. The hypothesis is not rejected.

H₀₃: Normative commitment has no correlation with the work environment of university library personnel in the South-West, Nigeria.

Table 4: Correlation between Normative Commitment and Work Environment

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	58.132	1	58.132	3.859	.050 ^b
Residual	11268.902	426	15.065		
Total	11327.035	427			
Model Summary	R = .072 ^a ; R ² = .005; R ² _(adj) = .004				

Table 4 reveals that normative commitment and work environment have a substantial positive association (R =.072; R² =.005; R² (adj) =.004; p.<05. As a result, the work environment influences university library personnel's normative commitment in the geopolitical zone. The hypothesis is not found to be false.

Ho₄: Affective, normative, and continuous commitments (organisational commitment) have little combined impact on the work environment of university library workers in Nigeria's South-West.

Table 5: Correlation between affective, normative and continuance commitment (Organisational Commitment) and Work Environment

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1574.497	1	1574.497	17.049	.000 ^b
Residual	69080.601	426	92.354		
Total	70655.099	427			
Model Summary	R = .149 ^a ; R ² =.022; R ² _(adj) = .021				

Table 5 reveals a substantial association between emotional, normative, and continuous commitment (organisational commitment) and the work environment (R =.149; R² =.022; R² (adj) =.021; p.05). This means that the setting in which library staff in the zone work has an influence on their dedication to the libraries. 2.1 percent of the variation in organisational commitment was predicted by this model. As a result, the theory is not disproved. The three indicators of organisational commitment (independent) and work environment are the variables in the analysis (dependent).

DISCUSSION

This study looked into the impact of the work environment on the organisational commitment of electronic media practitioners in Nigeria's South-West. Before the work environment was utilised to predict organisational commitment, the relationships between the three factors of organisational commitment were established.

Emotional commitment and the work environment, continued commitment and the work environment, normative commitment and the work environment, and overall organisational commitment and the work environment all exhibited a significant but negative relationship, according to the findings. Furthermore, the work environment was discovered to predict all aspects of organisational and overall commitment. These findings are surprising and eye-opening in equal measure. Positive and significant connections between the work environment and numerous organisational commitment qualities would have been expected. This argument is based on the notion that a positive work environment should result in high levels of corporate loyalty. If the socio-psychological environment is favourable, it is expected that employees will not want to leave. It is desirable to work in a stress-free environment.

Pulat (1997), Martino, & Musri (2001), a certain amount of stress is essential to produce excitement and creativity, which is necessary for optimal productivity. They were quick to point out, however, that extreme or excessive stress in the workplace is a serious threat to workers' safety, health, and mental stability, and can damage employee loyalty to the company. According to Andersen, workplace stress is caused by man's exposure to colleague conflict, the breakdown of a work process into isolated routines, shift work arrangements, automation, rapid technological progress, and urbanisation.

Despite the negative correlation, the current study's capacity to predict organisational commitment from the work environment is impressive and deserves more investigation. There may be some external influences that go unnoticed in the work environment of electronic media professionals. Finegan (2000) used the results of a study to demonstrate that the employee's perception of the workplace was the most important predictor of commitment.

Pearson & Chong (1997) found that the job content qualities of identity, importance, and autonomy, as well as the interpersonal task attribute of dealing with people, were major drivers of organisational commitment in a study of 286 nursing staff at a large Malaysian hospital. Major drivers of commitment to a company are the foci of commitment (the people and groups to which an employee is connected). An optimal working environment has been shown to influence organisational commitment, particularly emotional and normative commitment (Zopiatis, Constanti, & Theocharous, 2014).

CONCLUSION

The results of the hypothesis analysis, the work environment has a significant impact on the emotional, ongoing, and normative commitments of library workers in Nigeria's South-West.

RECOMMENDATIONS

The creation of a favourable working environment for media practitioners should be a top concern for the management of electronic media companies.

Employees should be encouraged to stay loyal to the organisation by implementing regulations that suit their goals. Workers at electronic media firms should not be excluded from choices on the design of their work spaces for this purpose.

Workplaces should be designed to foster as much social interaction and involvement as possible while also taking psychological concerns into consideration. As a result, workers should have more decision-making freedom and experience less fatigue, stress, and strain.

Relaxation centres should be built within media firms where employees can spend their break time. The library's administration should seek to maintain the affective commitment of its personnel while simultaneously trying to strengthen their normative and continuity commitments.

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